Org Topologies™
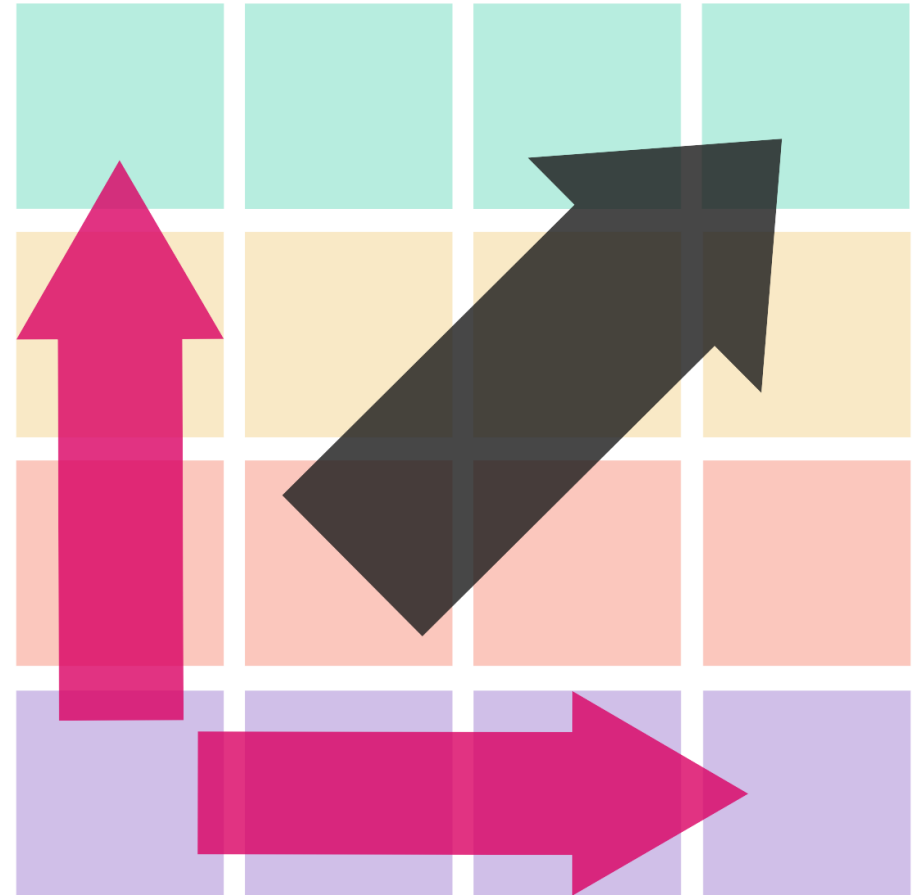
A framework-agnostic, visual approach to communicate the direction of organizational development for digital product development and beyond.

Thoughtful organizational development.

A startup

MICROSOFT 1978

Steve Wood, programmatore. Ha lasciato la Microsoft nel 1980 e ha successivamente sposato Marla Wood. Ora gestice una società di telecomunicazioni.

Marla Wood, contabile. Moglie di Steve Wood. Lasciò la Microsoft nel 1980 e poi la denunciò per discriminazione sessuale. Ora si descrive come "volontaria professionista".

Bob O'Rear, matematico capo. Lasciò nel 1993 e ora possiede un allevamento di bestiame.

Andrea Lewis, editor specializzato in tecnologia. Lasciò nel 1983, è giornalista freelance

Bill Gates. Co-fondatore di Microsoft. E' stato per anni la persona più ricca del mondo.

Bob Wallace, designer e production manager. Ha lasciato al Microsoft nel 1983. Sostenitore delle droghe psichedeliche, morì nel 2002.

Bob Greenberg, programmatore. Ha lasciato la Microsoft nel 1981. Ha partecipato allo sviluppo delle Cabbage Patch Dolls per la Coleco, ora realizza software per corsi di golf.

Jim Lane, project manager. Lasciò l'azienda nel 1983 e ora gestisce una società di software di sua proprietà.

Marc McDonald, programmatore. Primo assunto alla Microsoft. La lasciò nel 1984 perché stava diventanto troppo grande, tornò a Redmond quando questa comprò la Design Intelligence, società per cui lavorava. Ha l'onore di portare il badge numero 00001.

Gordon Letwin, programmatore. Ha lasciato nel 1993, ora è un filantropo ambientalista.
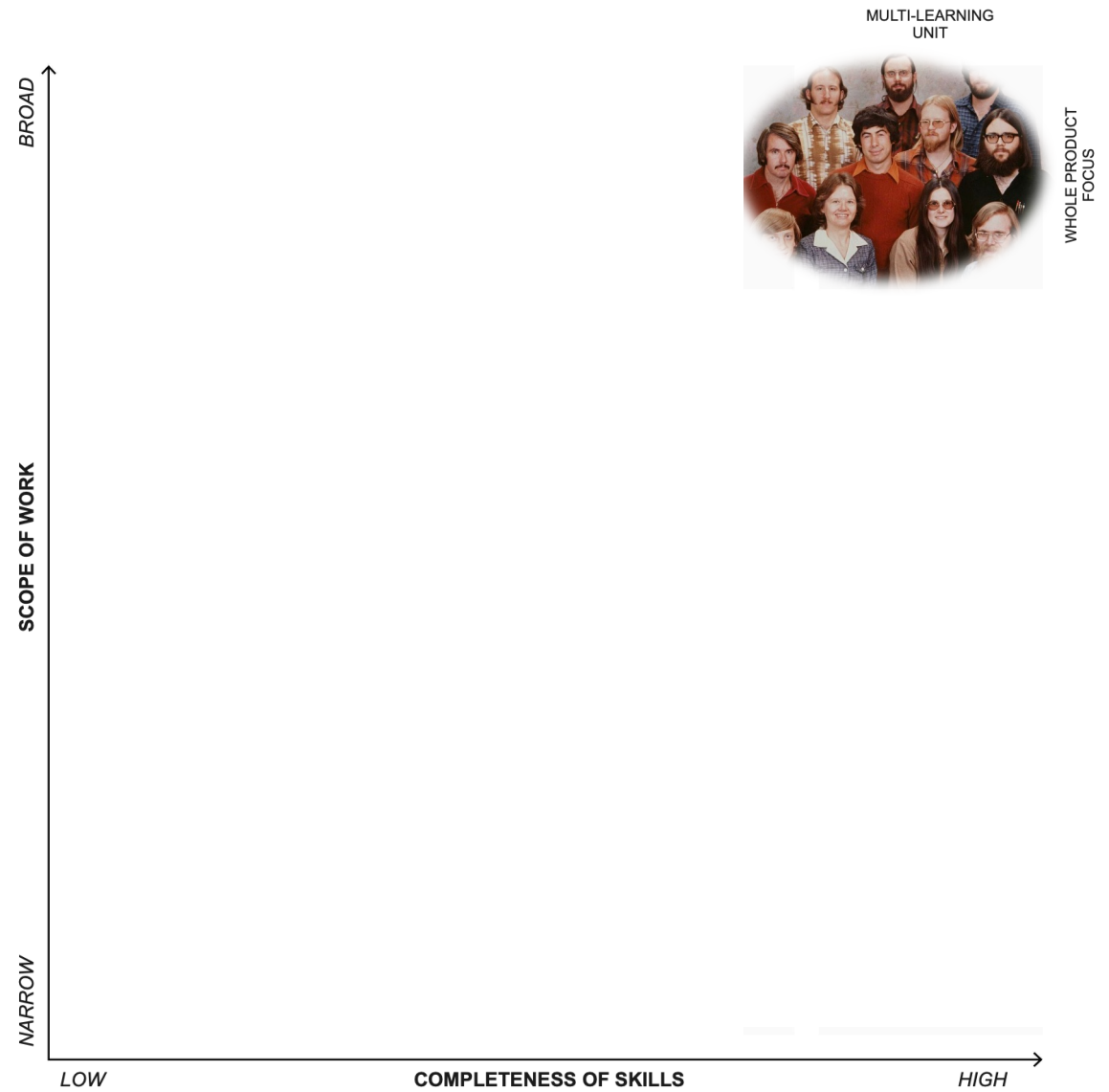
Paul Allen, co-fondatore insieme Bill Gates. Lasciò nel 1983 ma è legato alla società come consulente strategic. ora è proprietario di quadre sportive, entusista per le tecnologie aerospaziali, filantropo.

The axes

- Completeness of skills
- Scope of work

MULTI-LEARNING UNIT

WHOLE PRODUCT FOCUS

BROAD

SCOPE OF WORK

NARROW

LOW   COMPLETENESS OF SKILLS   HIGH

Perfection

An organization can always work on what is most important and switch direction anytime at no additional cost.

MULTI-LEARNING UNIT

WHOLE PRODUCT FOCUS

C0	C1	C2	C3
B0	B1	B2	B3
A0	A1	A2	A3
Y0	Y1	Y2	Y3

Most adaptive archetype

BROAD

NARROW

SCOPE OF WORK

LOW — COMPLETENESS OF SKILLS — HIGH
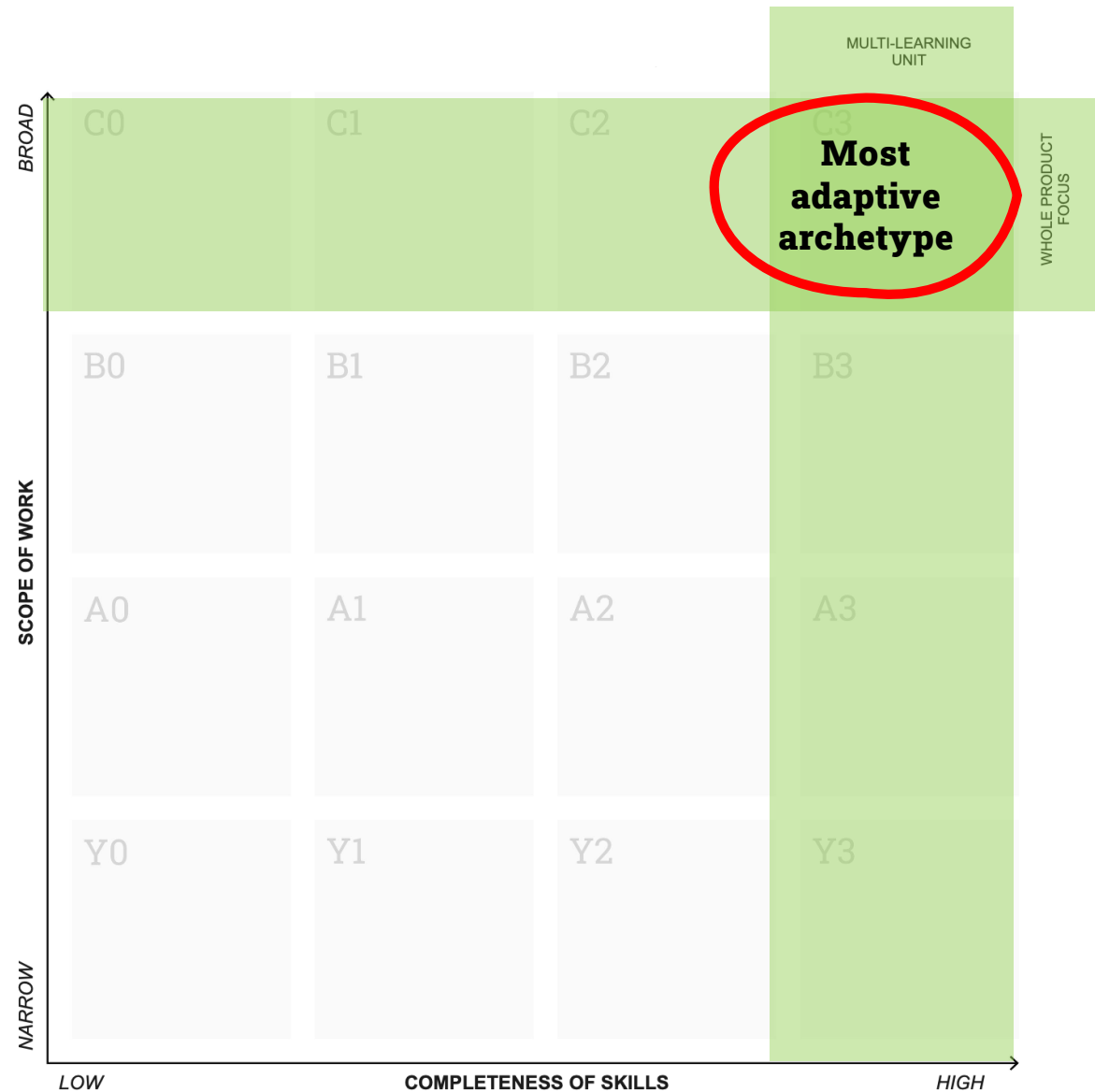
Five Years Later... Scaling...

The cubicles from *Office Space* (Copyright Twentieth Century Fox)

Scale-up

Business

IT departments task focus

FE
BE
DB
DEV DEV DEV DEV DEV

Unthoughtful org design? Organic growth.

If the goal is to stay relevant to the customers and stakeholders – high adaptability is vital.

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A2	A3	FEATURE FOCUS
NARROW	Y0	Y1	Y2	Y3	TASK FOCUS

SCOPE OF WORK

Least adaptive archetypes

LOW　　COMPLETENESS OF SKILLS　　HIGH

Scale-up

Business

IT departments task focus

M — FE
M — BE
M — DB

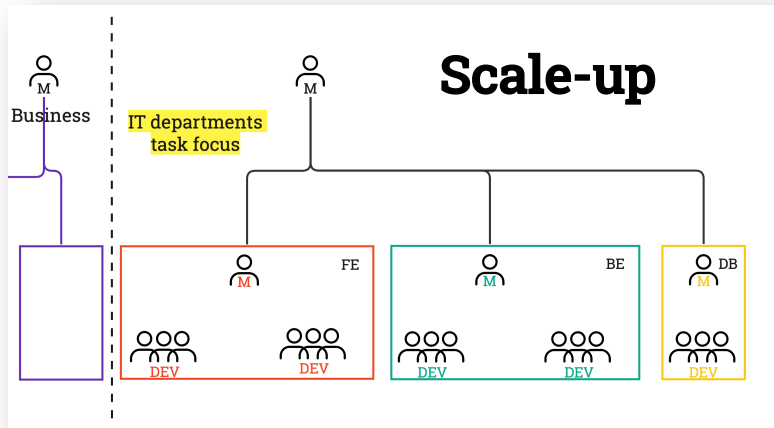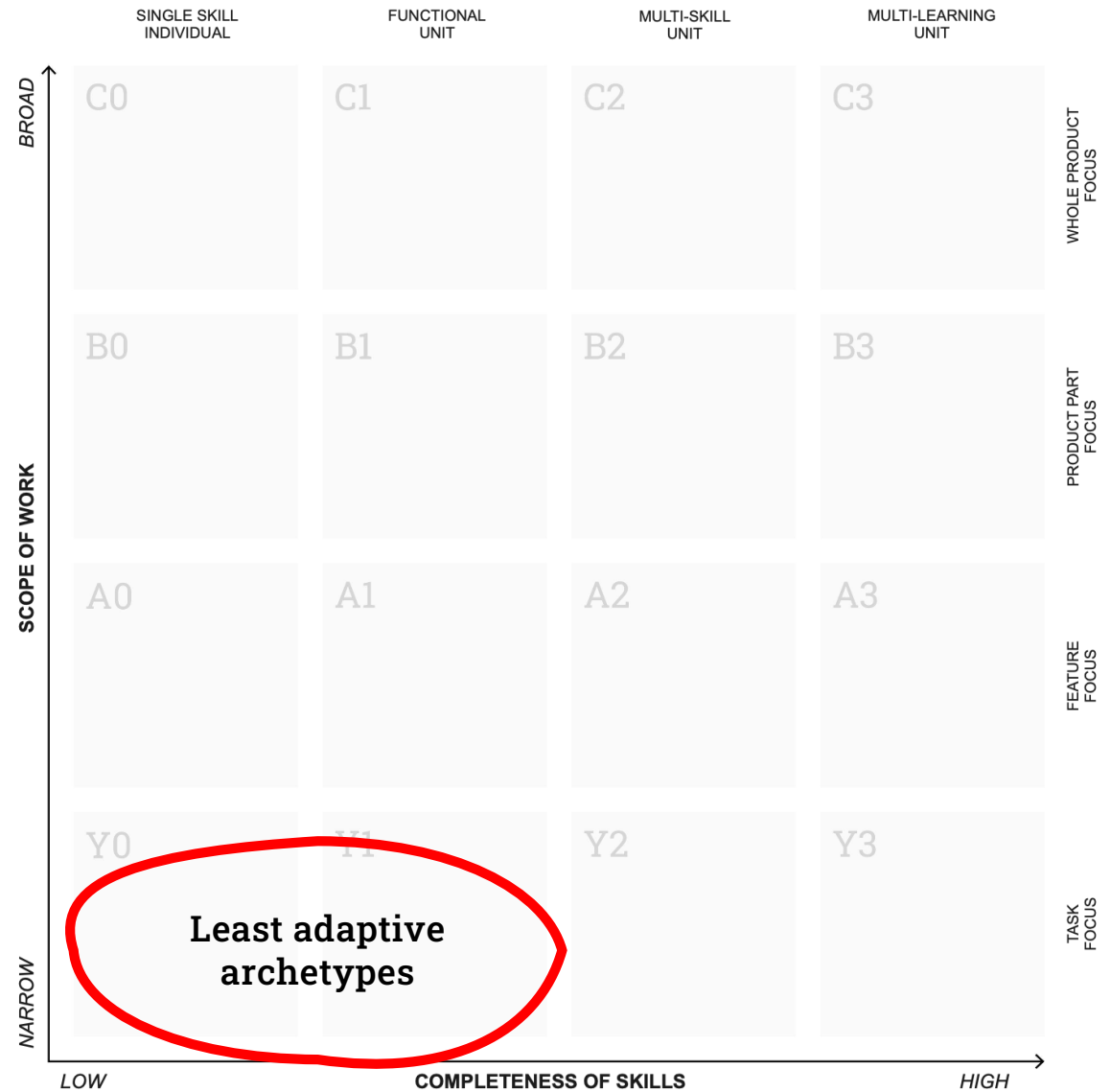DEV DEV DEV DEV DEV

Unthoughtful org design? Organic growth.

If the goal is to stay relevant to the customers and stakeholders – high adaptability is vital.

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A3		FEATURE FOCUS
NARROW	Y0	Y1	Y2	Y3	TASK FOCUS

SCOPE OF WORK

LOW — COMPLETENESS OF SKILLS — HIGH

Most adaptive archetypes

"SCALING"

Least adaptive archetypes

What has changed?

Most adaptive archetypes

Least adaptive archetypes

THE 6 ENABLERS of BUSINESS AGILITY

- Leadership & Management
- Organisational Culture
- Ways of Working
- Organisational Structure
- Governance & Funding
- People & Engagement

Leadership & Management

Organisational Culture

Ways of Working

Cultivating High-Performing, Agile Organisations

Organisational Design

Governance & Funding

People & Engagement (HR)

Agile Centre — Challenge your thinking.

Mapping is specific

Scale-up

IT departments task focus

Business

FE — DEV DEV
BE — DEV DEV
DB — DEV

Org design:

- three groups
- working at task level

How do they get their work?

How can they deliver value?

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD					WHOLE PRODUCT FOCUS
					PRODUCT PART FOCUS
					FEATURE FOCUS
NARROW		Y1 — Functional group with task focus	Backend Frontend QA- groups		TASK FOCUS

SCOPE OF WORK

LOW — **COMPLETENESS OF SKILLS** — HIGH
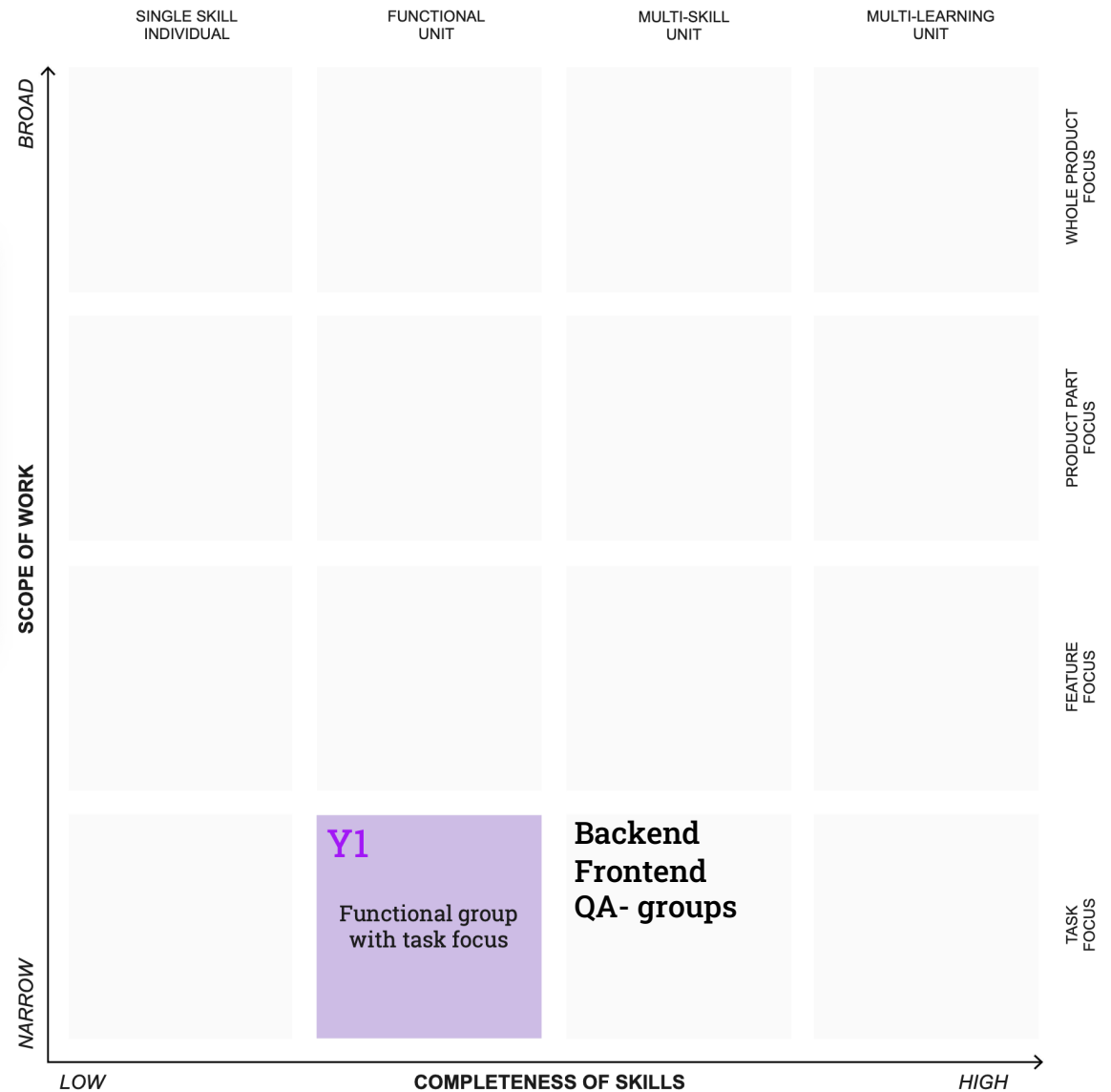
Mapping Ecosystems

Different archetypes work together in order to produce value as a whole.
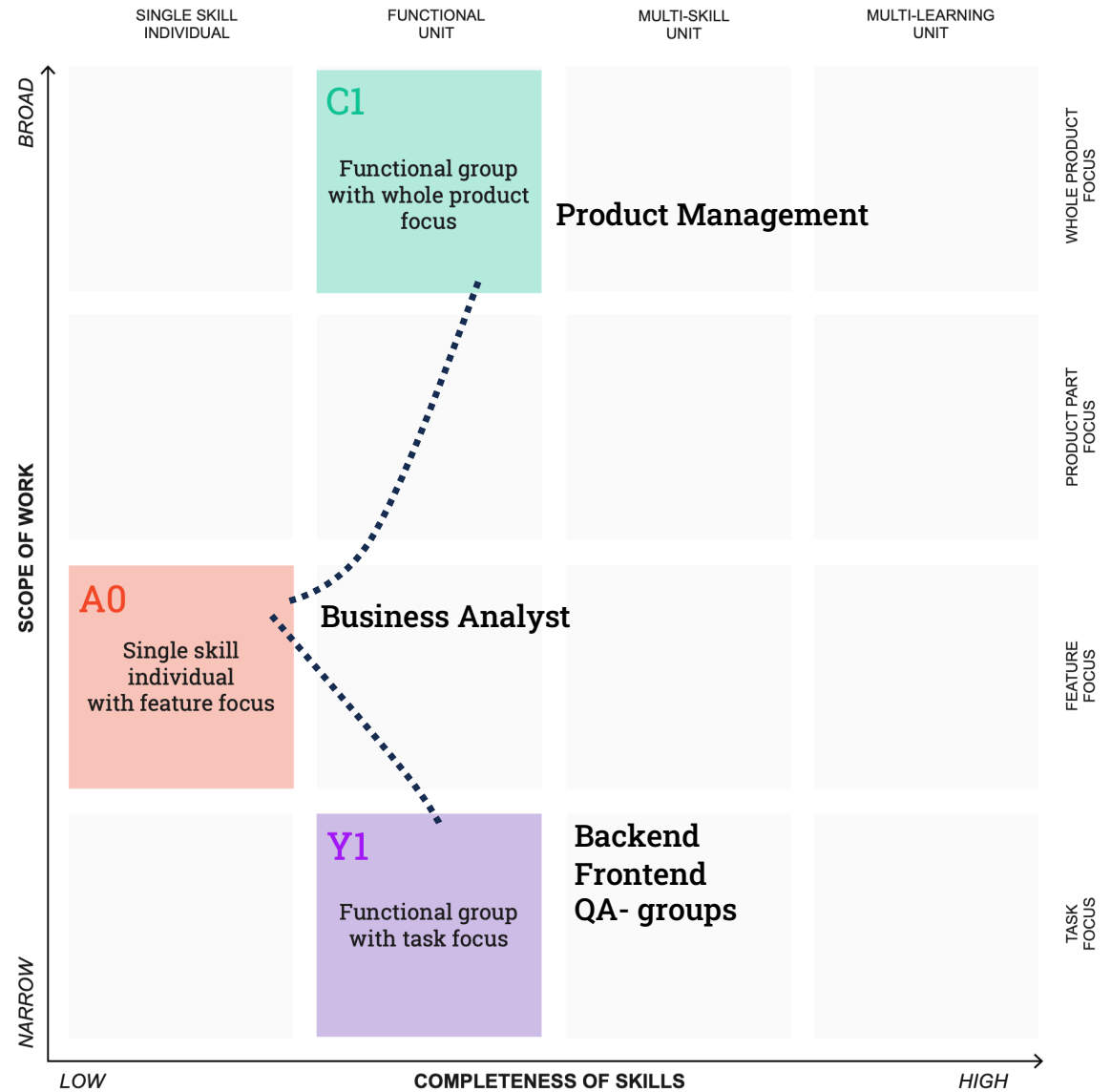
Focus on the visual language of Org Topologies™

We map ecosystems: Archetypes and their relationships.

SCOPE OF WORK

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD		C1 — Functional group with whole product focus	Product Management		WHOLE PRODUCT FOCUS
					PRODUCT PART FOCUS
	A0 — Single skill individual with feature focus	Business Analyst			FEATURE FOCUS
NARROW		Y1 — Functional group with task focus	Backend Frontend QA- groups		TASK FOCUS

LOW — COMPLETENESS OF SKILLS — HIGH

Multi-skill Archetype

If there would be change, it could look like this.

(Cross-functionality)
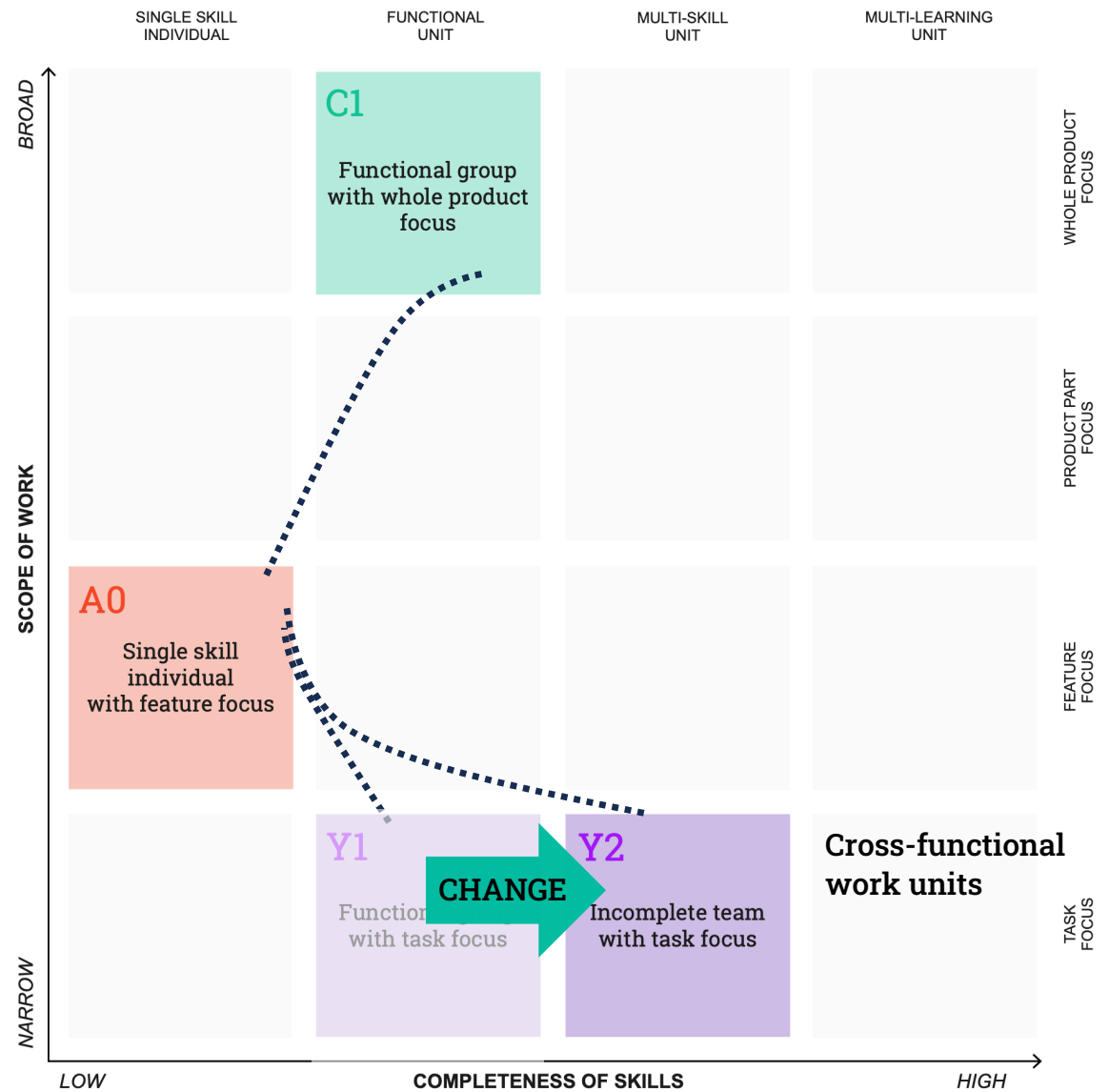
Multi-skill Archetype

... Or even like this!

And magic happens.

SINGLE SKILL INDIVIDUAL | FUNCTIONAL UNIT | MULTI-SKILL UNIT | MULTI-LEARNING UNIT

SCOPE OF WORK

BROAD

C1
Functional group with whole product focus

WHOLE PRODUCT FOCUS

PRODUCT PART FOCUS

A0
Single skill individual with feature focus

A2
Incomplete team with feature focus

Agile teams that work on features. No more task work.

Y1
Functional group with task focus

Incomplete team with task focus

CHANGE

TASK FOCUS

NARROW

LOW   COMPLETENESS OF SKILLS   HIGH

Multi-learning Archetype

... Or even like this!

SCOPE OF WORK

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD		C1 Functional group with whole product focus			WHOLE PRODUCT FOCUS
					PRODUCT PART FOCUS
	A0 Single skill individual with feature focus		A2 CHANGE	A3 Complete team with feature focus	FEATURE FOCUS
NARROW					TASK FOCUS

End-to-end teams that are autonomous and rock
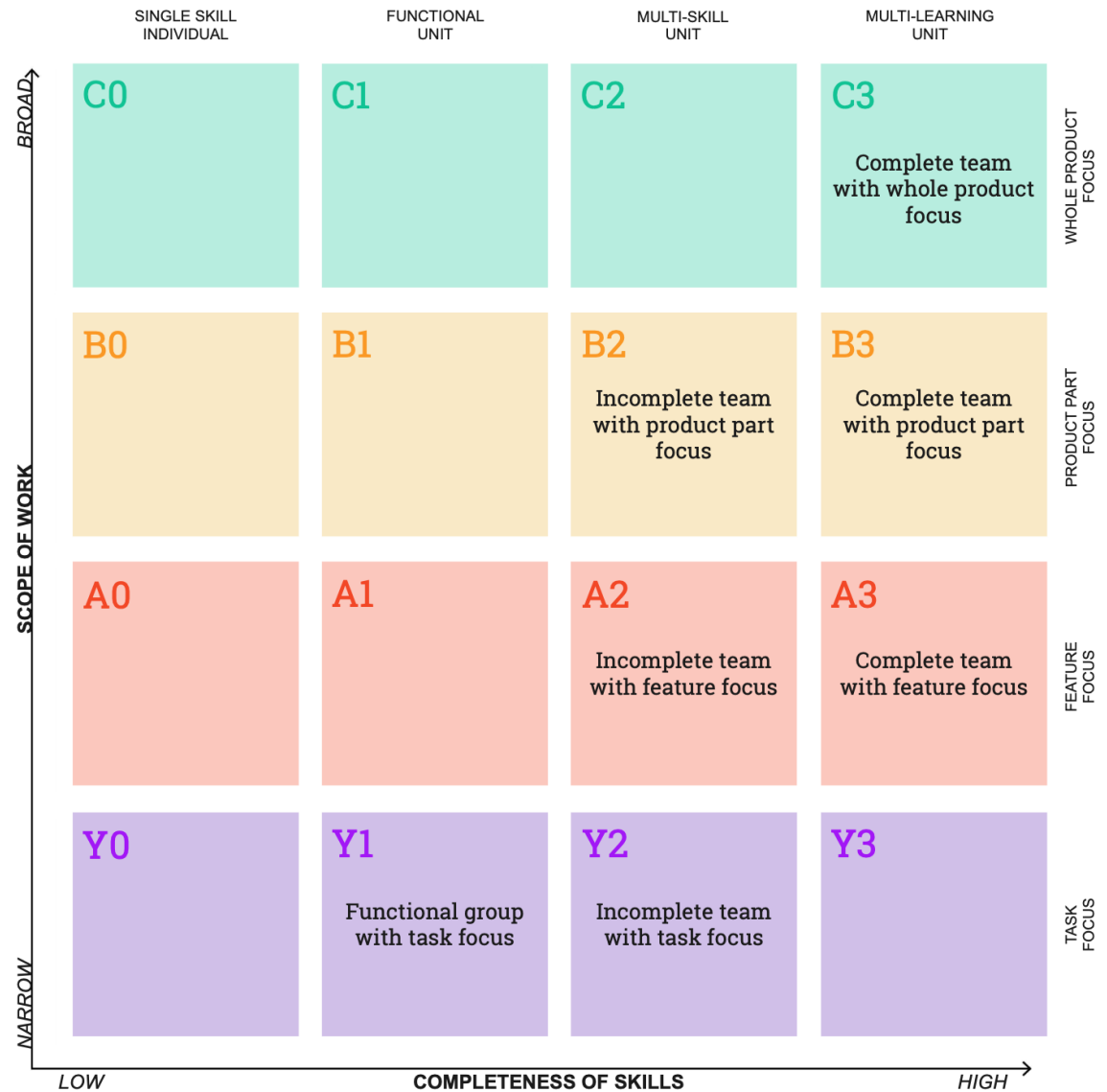
LOW — COMPLETENESS OF SKILLS — HIGH

Seven Main Archetypes

These seven archetypes of Org Topologies™ represent essential building blocks of any product development organization.

They are ordered on their ability to adapt along two axes:

1. Low or high completeness of skills – broadening cross-functionality to become fluent in delivering value autonomously.
2. Scope of work – narrow or broad understanding of the customer problem space.

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3 Complete team with whole product focus	WHOLE PRODUCT FOCUS
	B0	B1	B2 Incomplete team with product part focus	B3 Complete team with product part focus	PRODUCT PART FOCUS
	A0	A1	A2 Incomplete team with feature focus	A3 Complete team with feature focus	FEATURE FOCUS
NARROW	Y0	Y1 Functional group with task focus	Y2 Incomplete team with task focus	Y3	TASK FOCUS

SCOPE OF WORK

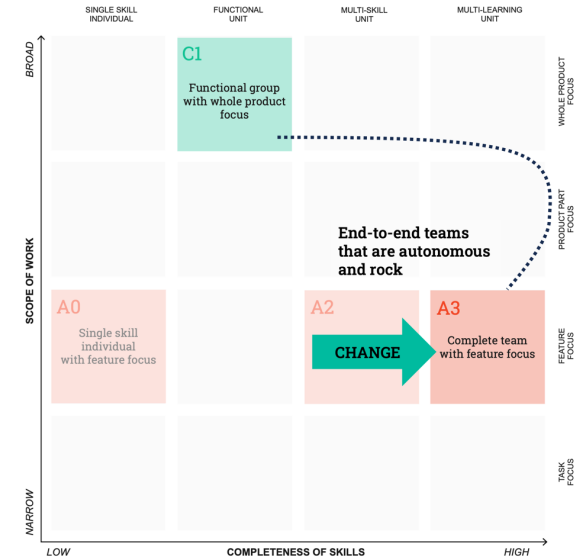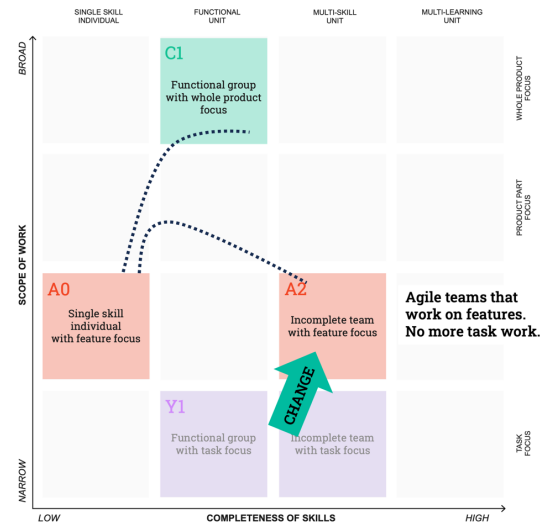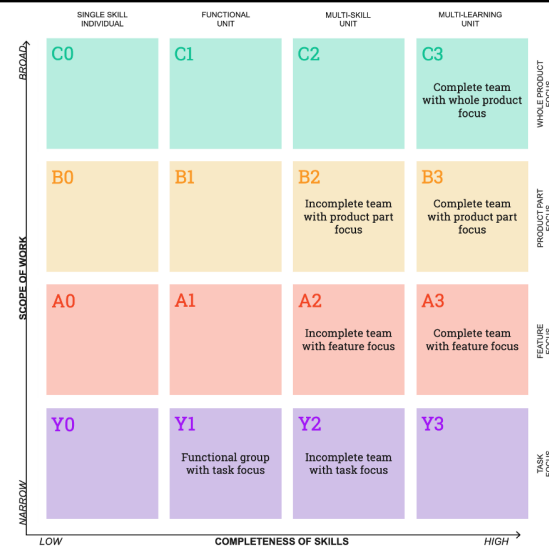LOW — COMPLETENESS OF SKILLS — HIGH

Focus on the visual language of Org Topologies™

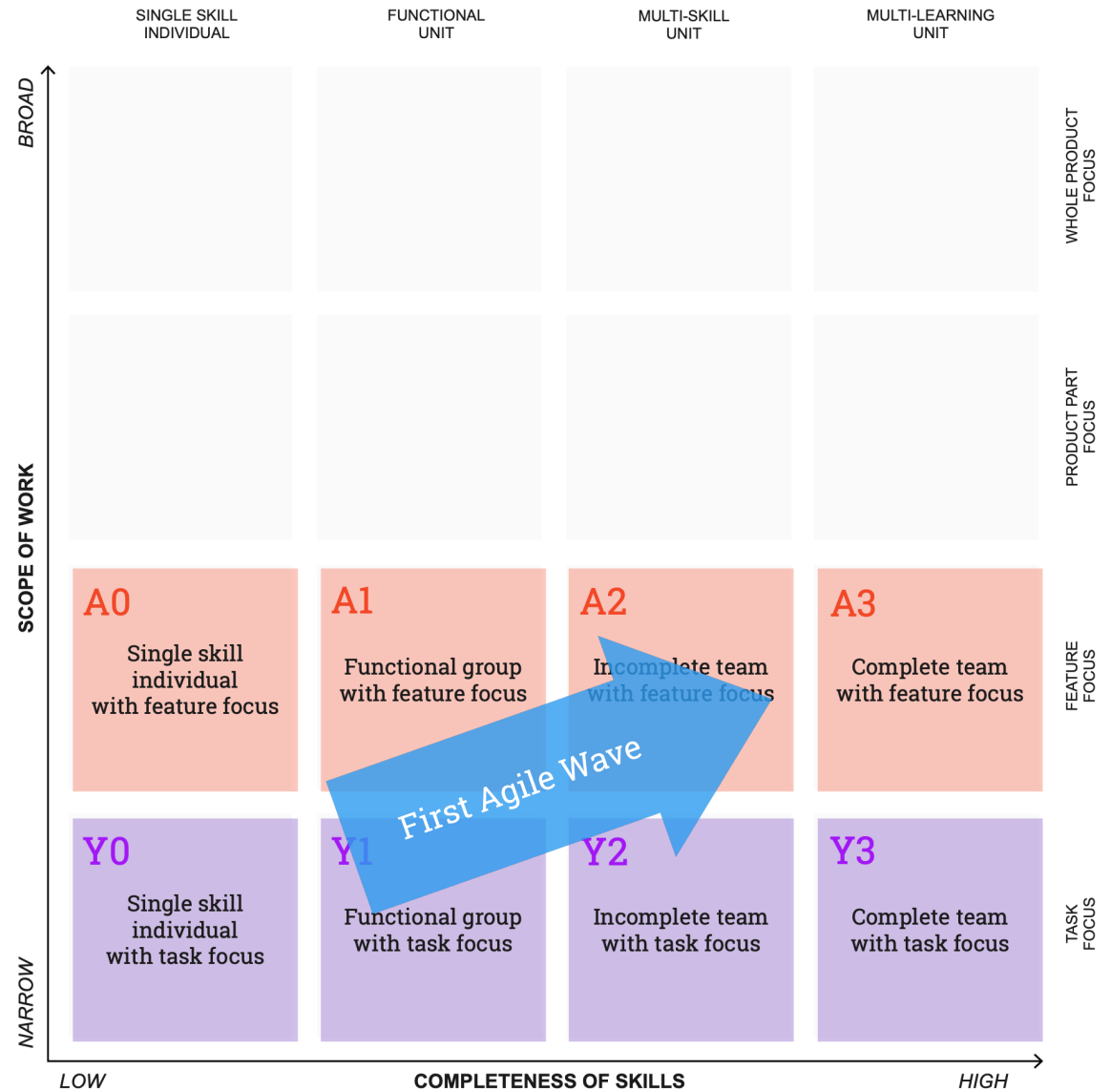Identify your Archetypes.

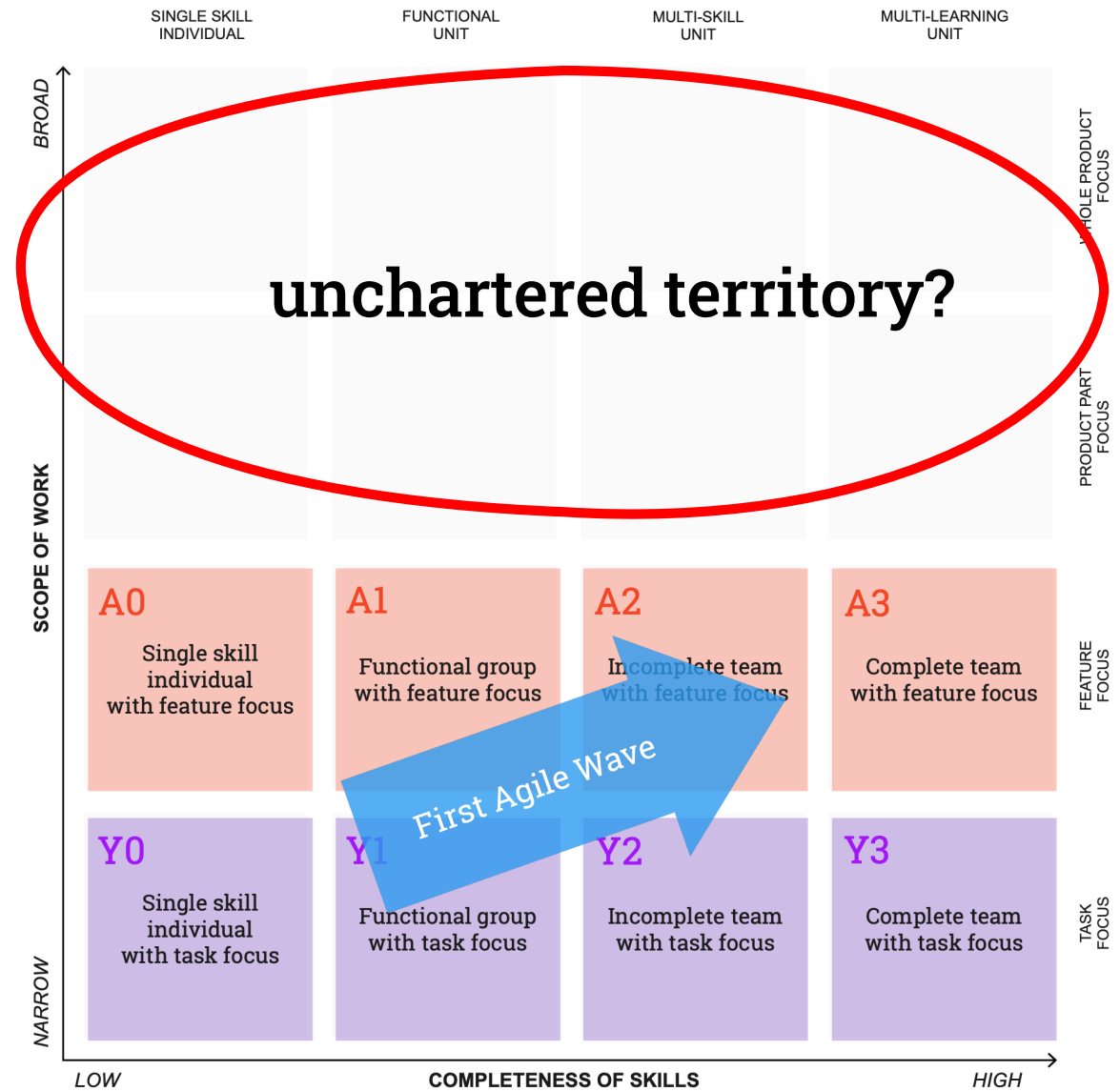Visualize your transformation steps.

Think systemically.

Own your change.

First wave of the Agile Revolution

TEAM FOCUS

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD					WHOLE PRODUCT FOCUS
					PRODUCT PART FOCUS
	A0 Single skill individual with feature focus	**A1** Functional group with feature focus	**A2** Incomplete team with feature focus	**A3** Complete team with feature focus	FEATURE FOCUS
NARROW	**Y0** Single skill individual with task focus	**Y1** Functional group with task focus	**Y2** Incomplete team with task focus	**Y3** Complete team with task focus	TASK FOCUS

SCOPE OF WORK

First Agile Wave

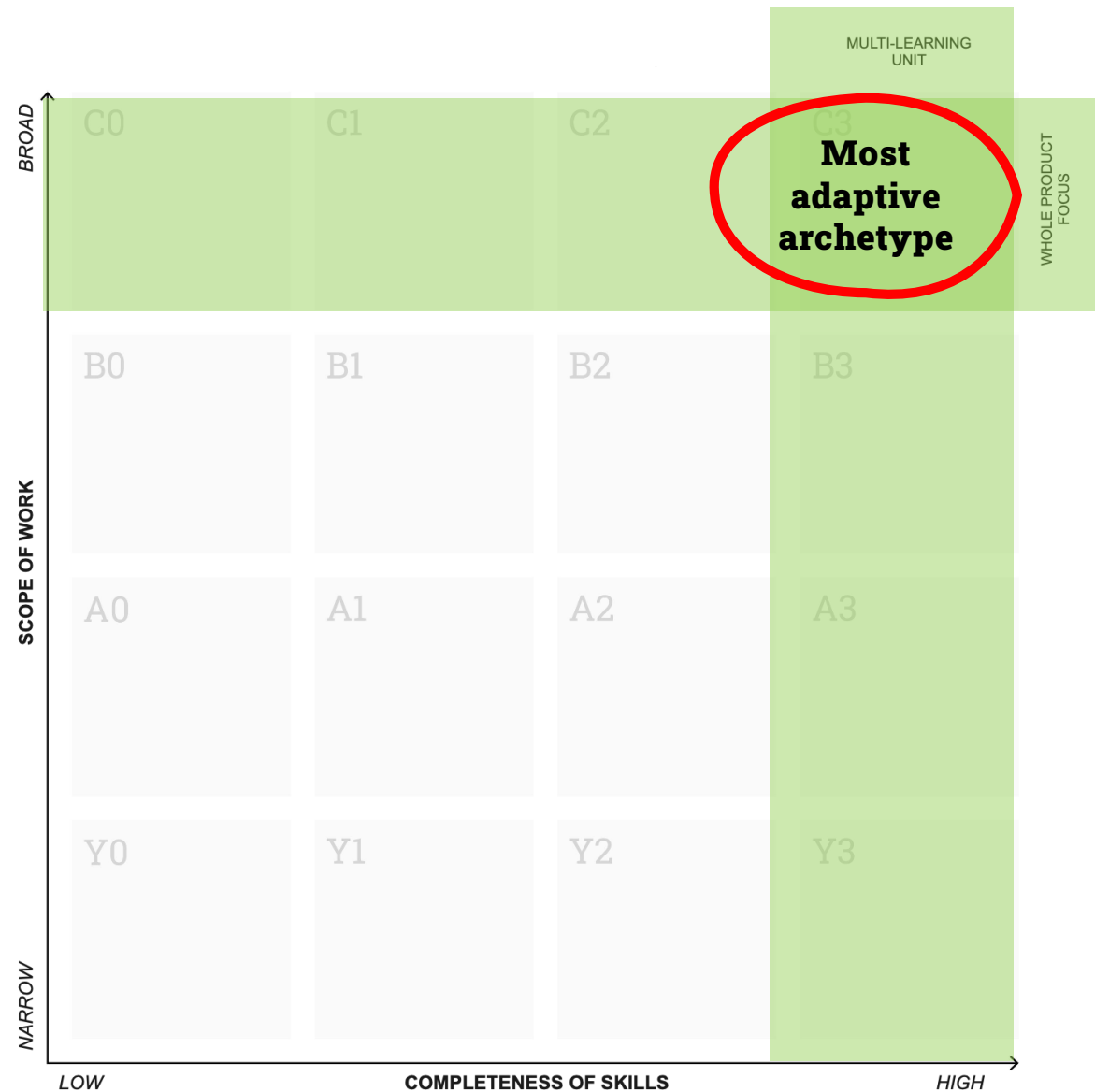*LOW* **COMPLETENESS OF SKILLS** *HIGH*

First wave of the Agile Revolution

TEAM FOCUS

High Adaptivity
can be achieved only by combining high states of both dimension

- Low transaction costs
- Low switching costs

MULTI-LEARNING UNIT

WHOLE PRODUCT FOCUS

BROAD

C0	C1	C2	C3
B0	B1	B2	B3
A0	A1	A2	A3
Y0	Y1	Y2	Y3

Most adaptive archetype

SCOPE OF WORK

NARROW

LOW — COMPLETENESS OF SKILLS — HIGH
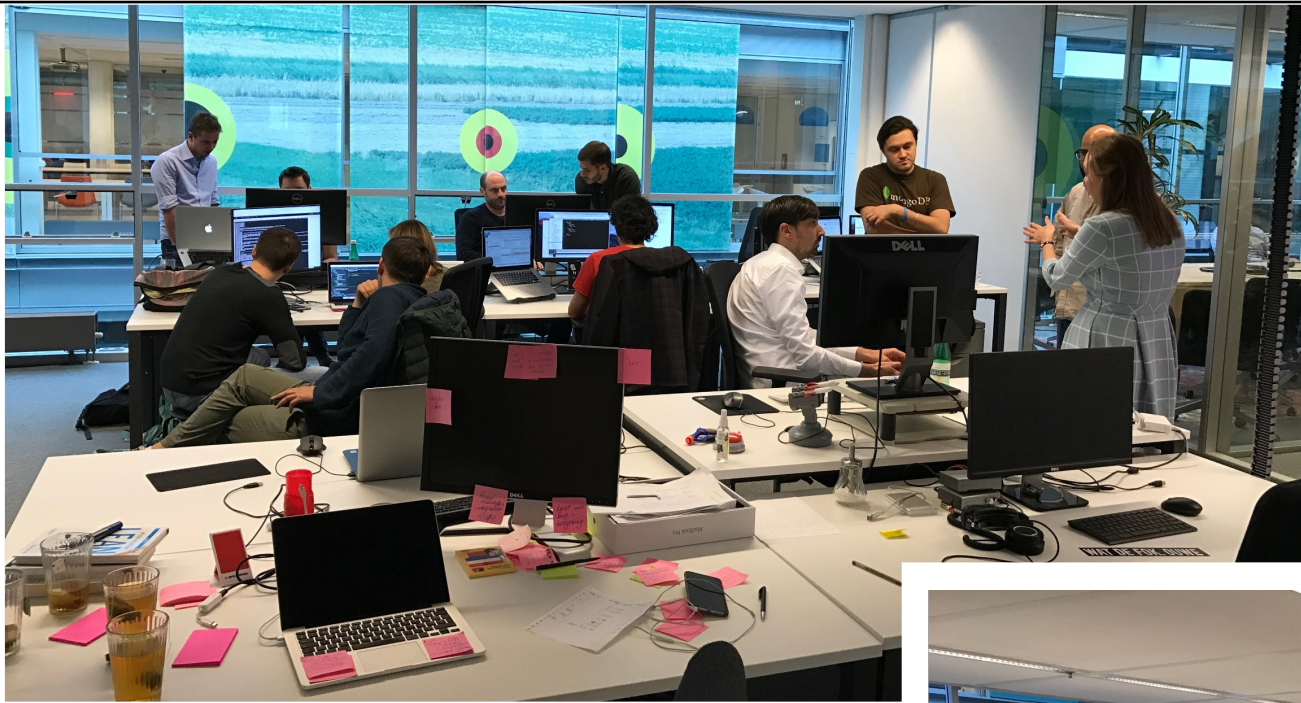
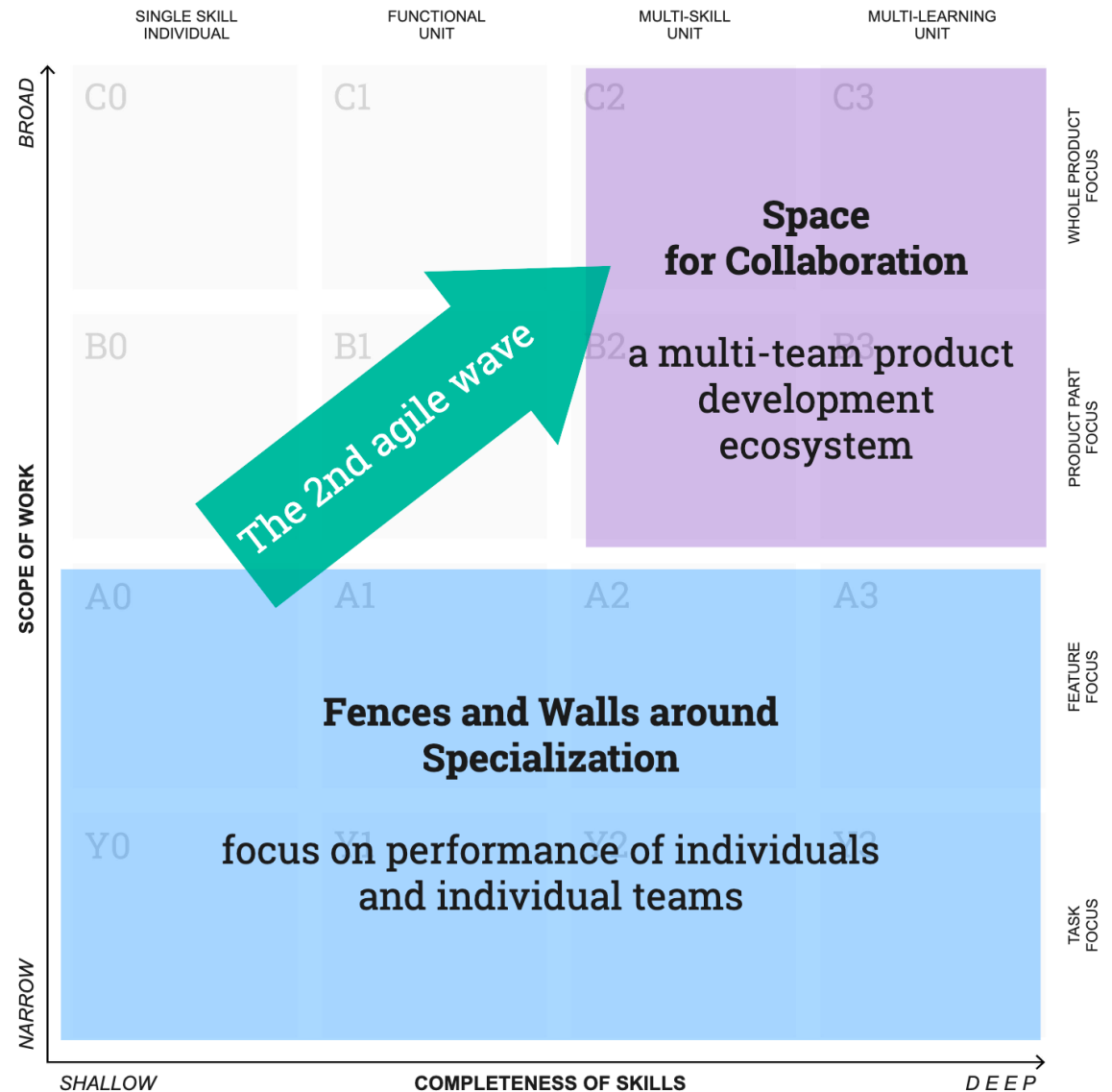# Second wave of the Agile Revolution

Creating higher archetypes by broadening the ownership of the product domain to enable rich whole-product collaboration.
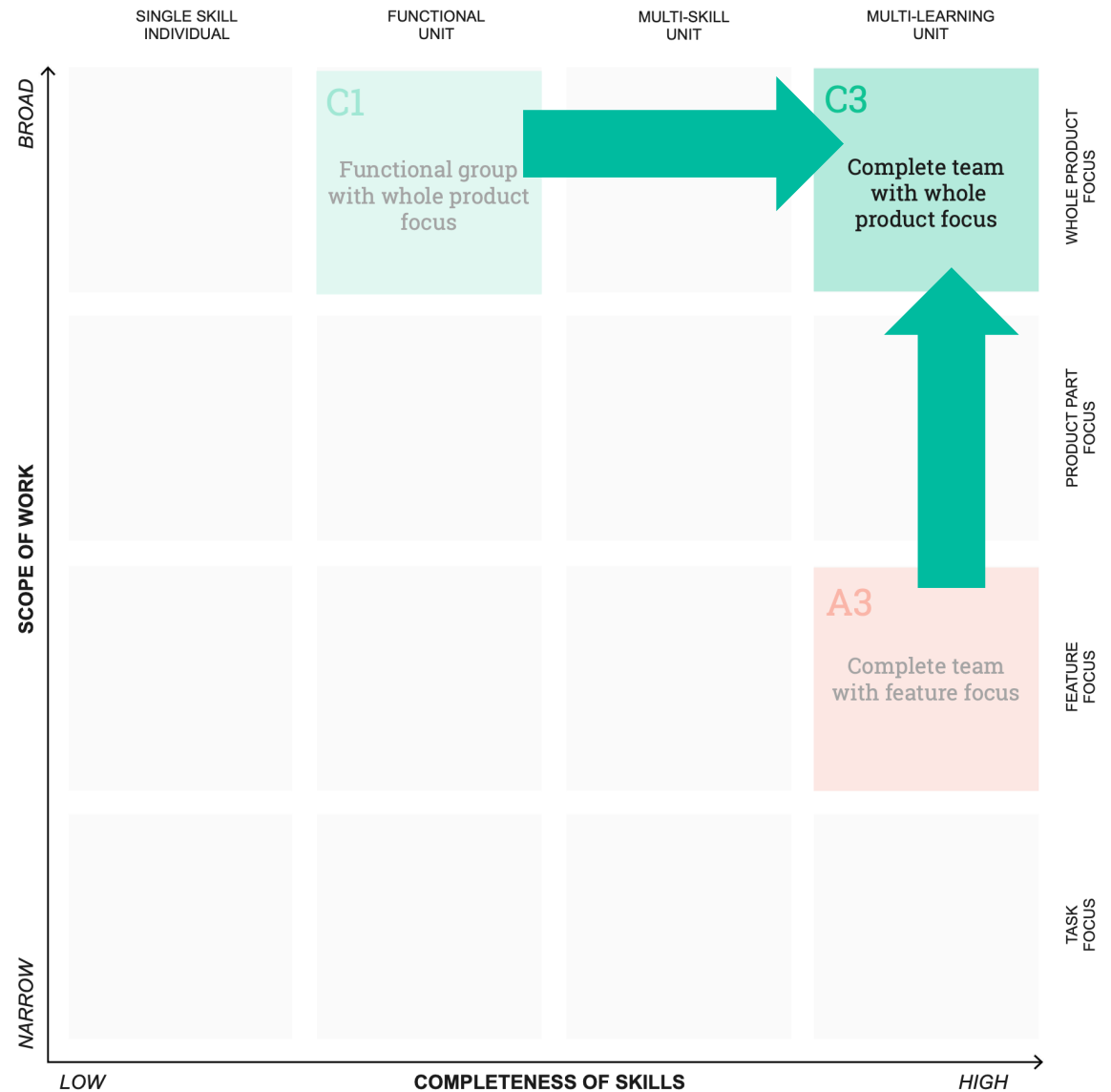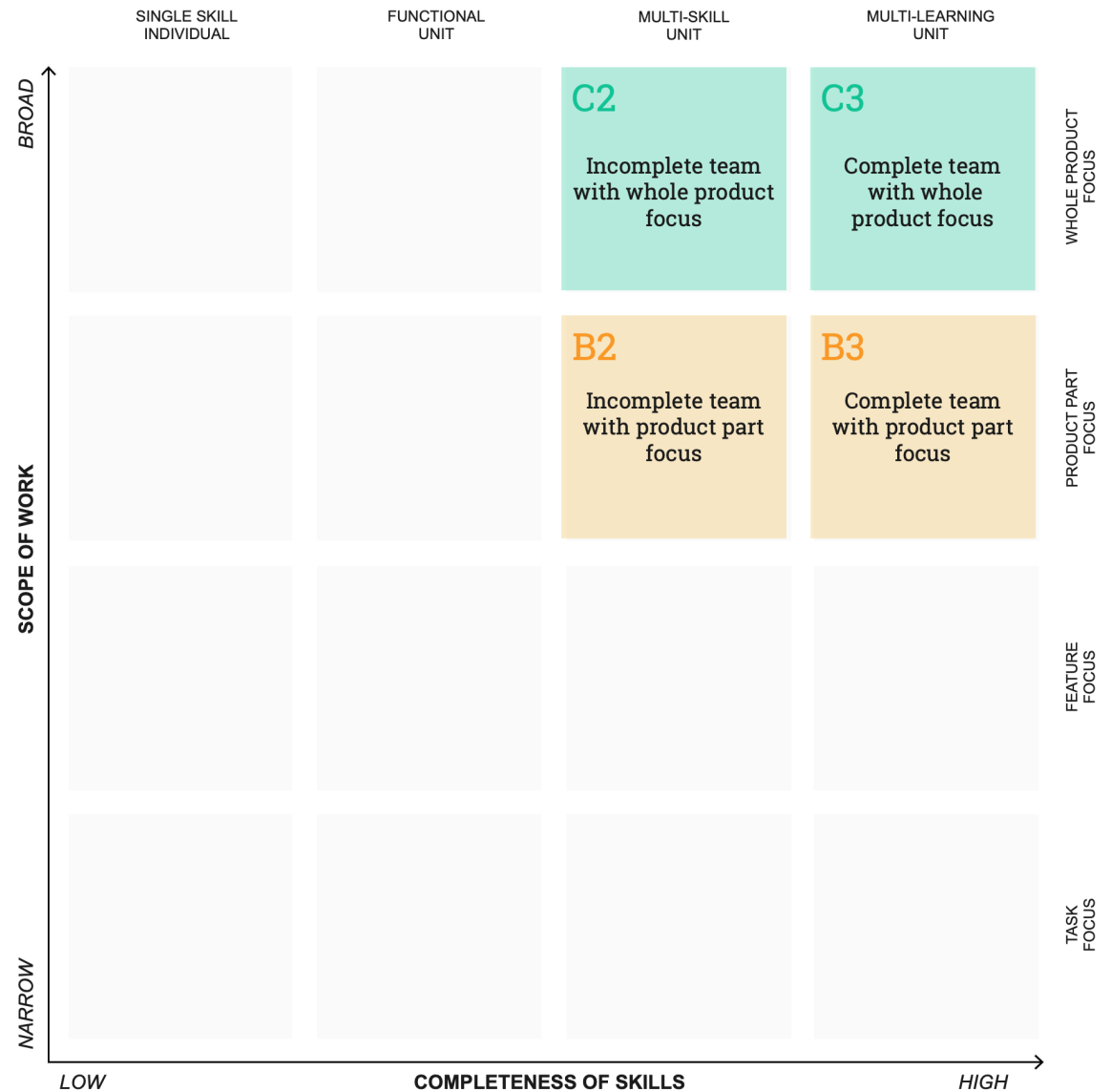
Toward Collaborative Ecosystems

1. owning the whole or a part of the product
2. have P&L responsibility
3. collaborate as one team
4. contain all dependencies inside the group

SINGLE SKILL INDIVIDUAL · FUNCTIONAL UNIT · MULTI-SKILL UNIT · MULTI-LEARNING UNIT

BROAD

C0 · C1 · C2 · C3 — WHOLE PRODUCT FOCUS

B0 · B1 · B2 · B3 — PRODUCT PART FOCUS

Space for Collaboration

a multi-team product development ecosystem

The 2nd agile wave

SCOPE OF WORK

A0 · A1 · A2 · A3 — FEATURE FOCUS

Fences and Walls around Specialization

focus on performance of individuals and individual teams

Y0 · Y1 · Y2 · Y3 — TASK FOCUS

NARROW

SHALLOW — COMPLETENESS OF SKILLS — DEEP

B- and C-level Characteristics

Practices of the higher archetypes:

- team-self-design workshop
- single Product Backlog (LeSS)
- multi-team PBR (LeSS)
- marketplace for work (FaST)
- Single Sprint / single cadence
- whole-product Sprint Reviews
- shared code ownership
- ...

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD			**C2** Incomplete team with whole product focus	**C3** Complete team with whole product focus	WHOLE PRODUCT FOCUS
			B2 Incomplete team with product part focus	**B3** Complete team with product part focus	PRODUCT PART FOCUS
SCOPE OF WORK					FEATURE FOCUS
NARROW					TASK FOCUS
	LOW		COMPLETENESS OF SKILLS	HIGH	

Why do Organizations stay in the Lower Archetypes?

- Focus on individual teams
- Management ignorance for Org Design
- Lack of understanding
- Shared responsibility?
- Lack of ownership?
- Fear for chaos
- Cognitive Load?
- PBL per team
- Where is my job?
- Product Owner per team
- Scrum per team
- Private code repositories
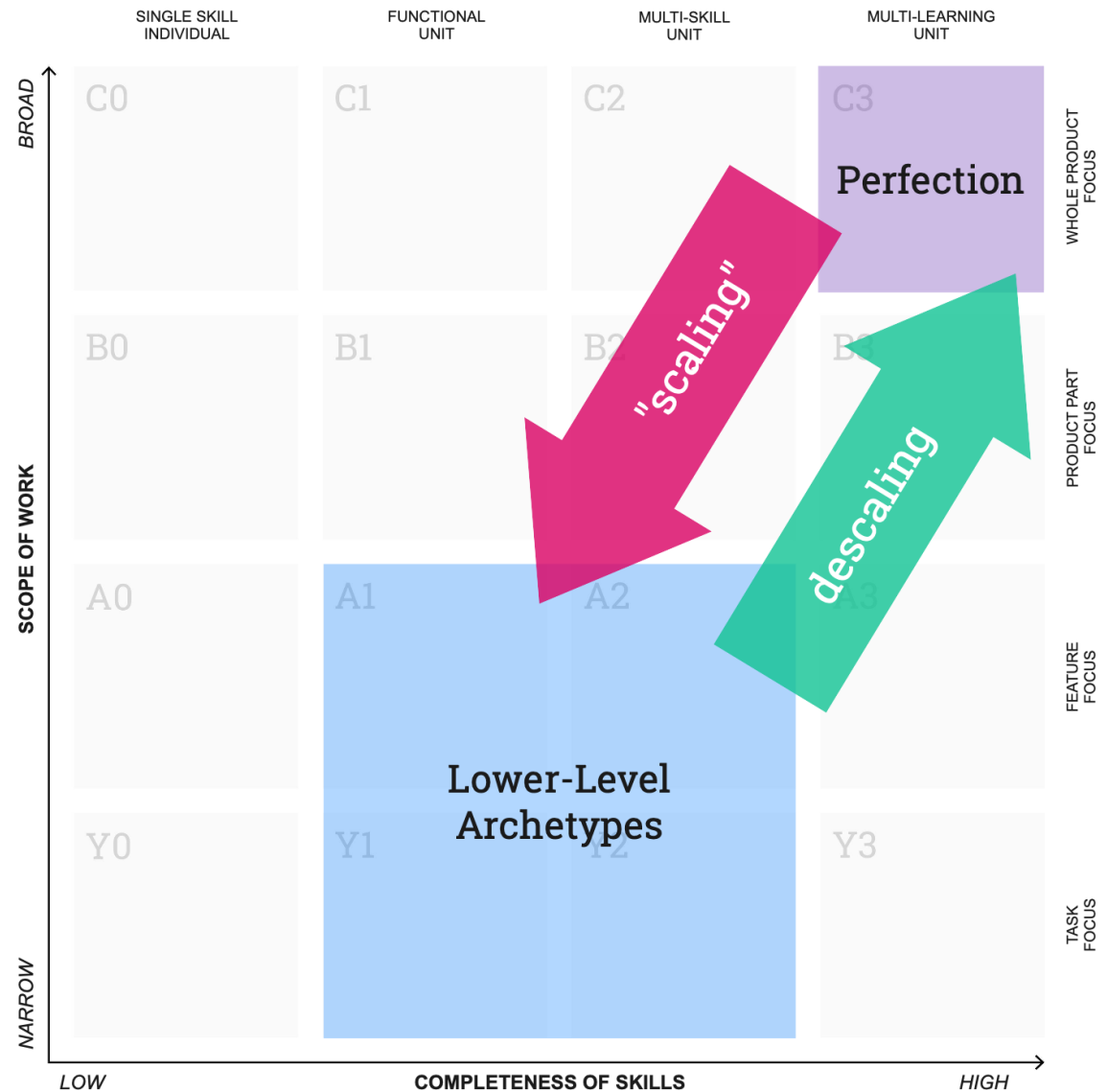- External coordinators
- Team Topologies
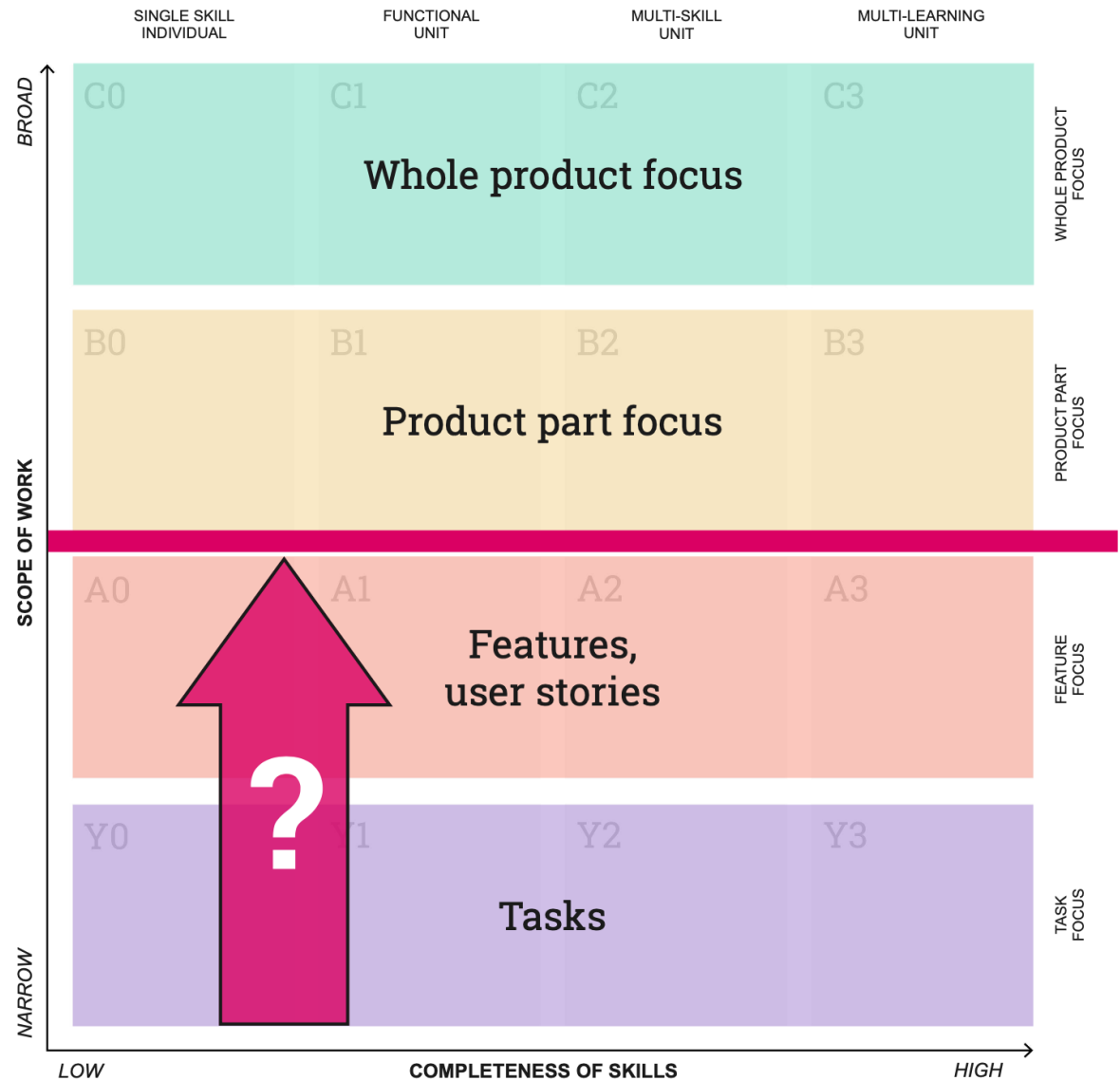
Organizational lifecycle

Startups are born agile.

Hey! One man, one goal
Ha, one mission
One heart, one soul
Just one solution
One flash of light
Yeah, one god, one vision
(C) Queen, "One Vision", 1986

And then they grow. Essentially, adding more roles, processes, artifacts to support the scale.

So what is the true path to agility? Descale!

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3 — Perfection	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A2	A3	FEATURE FOCUS
NARROW	Y0	Y1 — Lower-Level Archetypes	Y2	Y3	TASK FOCUS

SCOPE OF WORK

"scaling"

descaling

LOW — COMPLETENESS OF SKILLS — HIGH

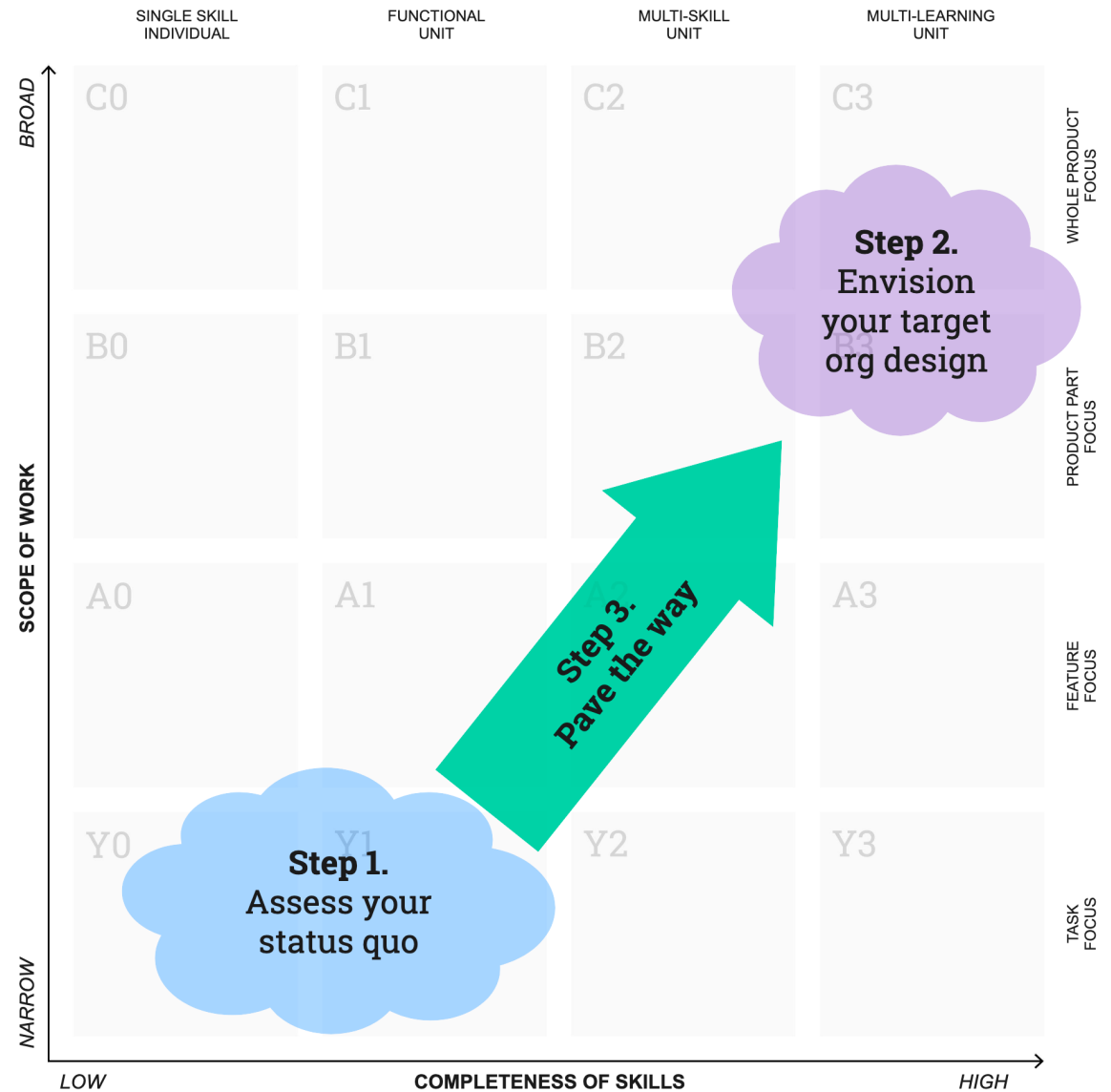# Focus on the visual language of Org Topologies™

Consider two dimensions for your transformation:
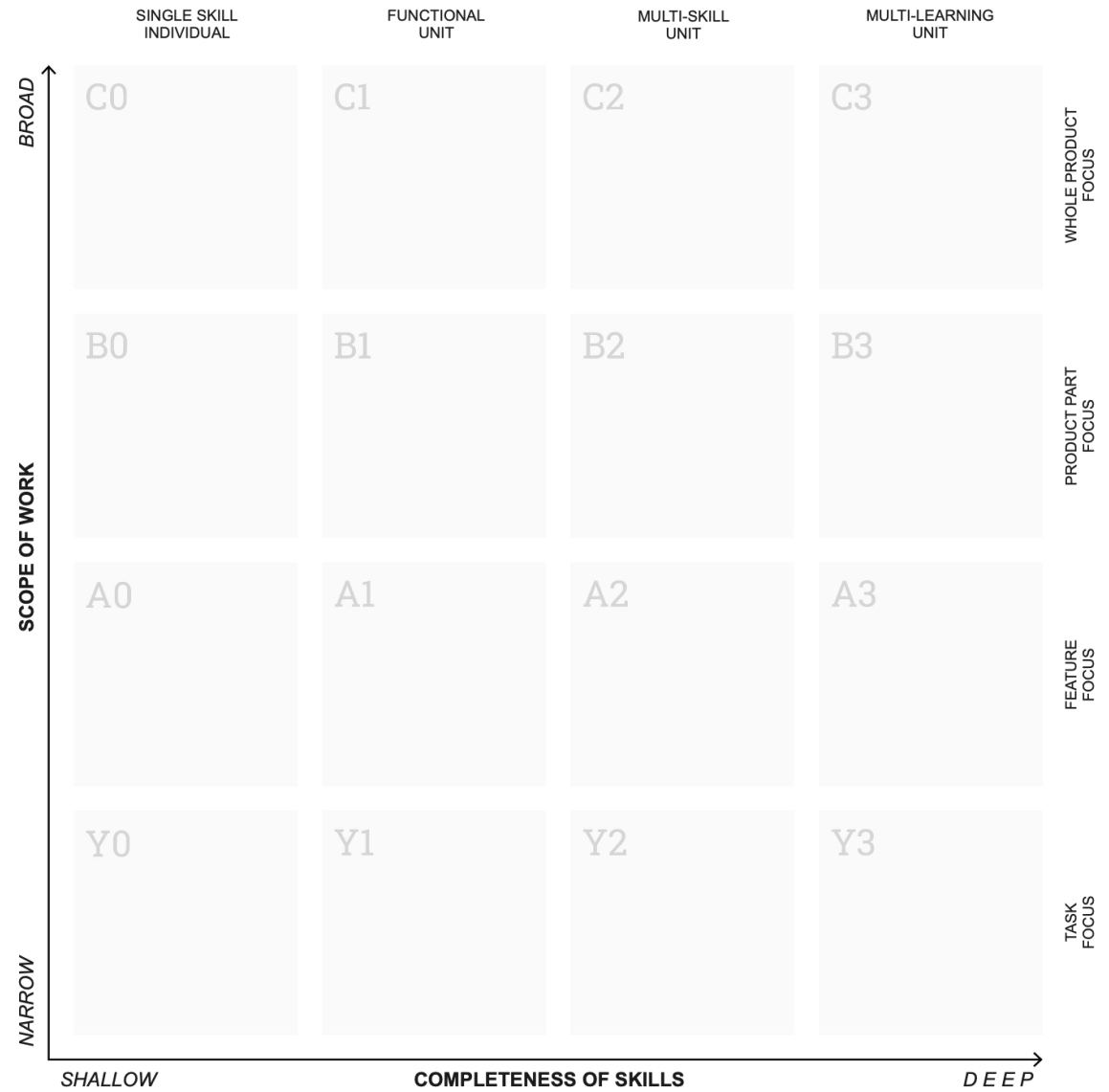
- team (skills)

- product (scope)

To drive the change you ought to be specific:

1. Define your actual position (be specific)

2. Discuss your target state
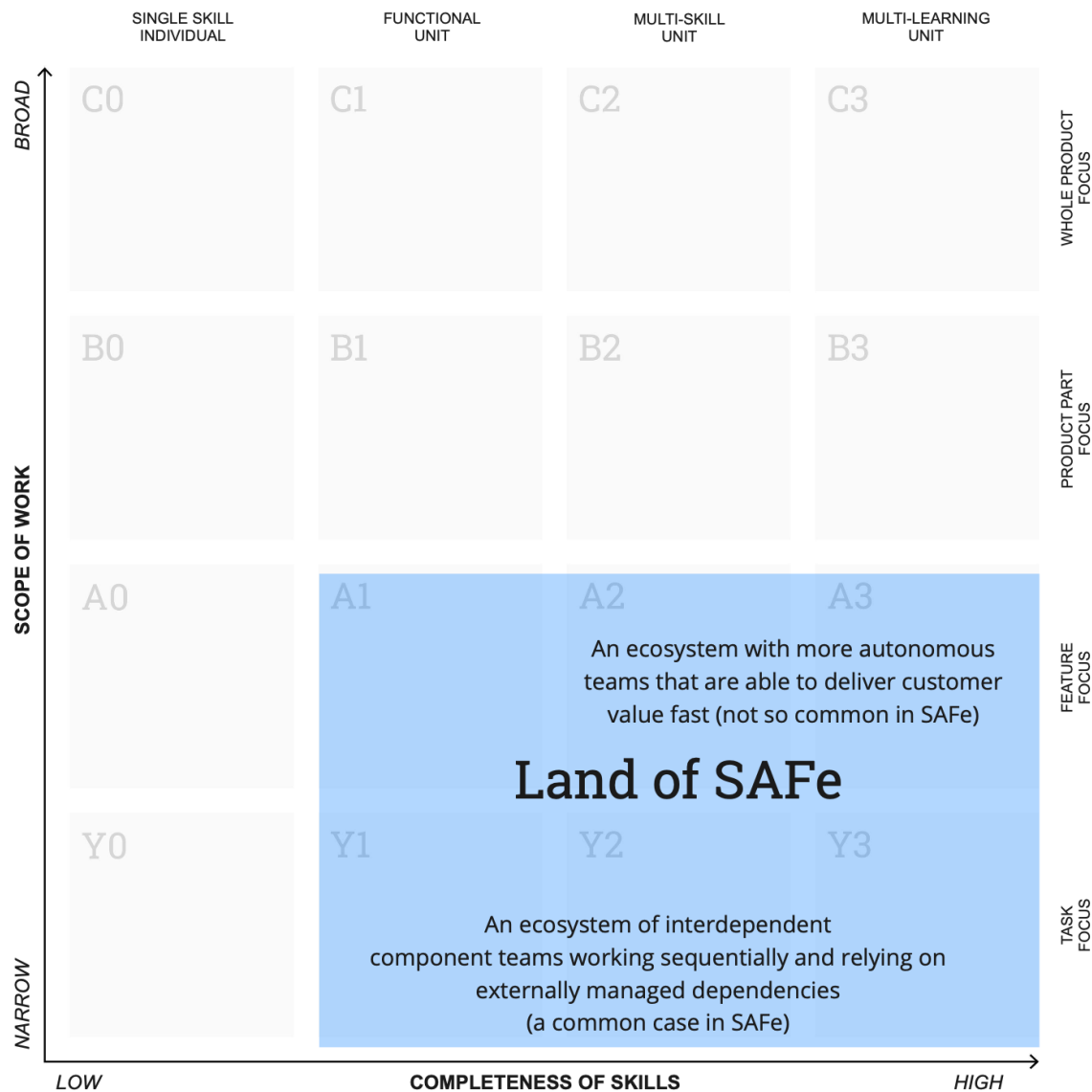
3. Own the change & work on the system

SINGLE SKILL INDIVIDUAL | FUNCTIONAL UNIT | MULTI-SKILL UNIT | MULTI-LEARNING UNIT

BROAD

C0   C1   C2   C3

B0   B1   B2   B3

A0   A1   A3

Y0   Y1   Y2   Y3

NARROW

SCOPE OF WORK

WHOLE PRODUCT FOCUS
PRODUCT PART FOCUS
FEATURE FOCUS
TASK FOCUS

Step 2. Envision your target org design

Step 3. Pave the way

Step 1. Assess your status quo

LOW   COMPLETENESS OF SKILLS   HIGH

"What if we do SAFe?"

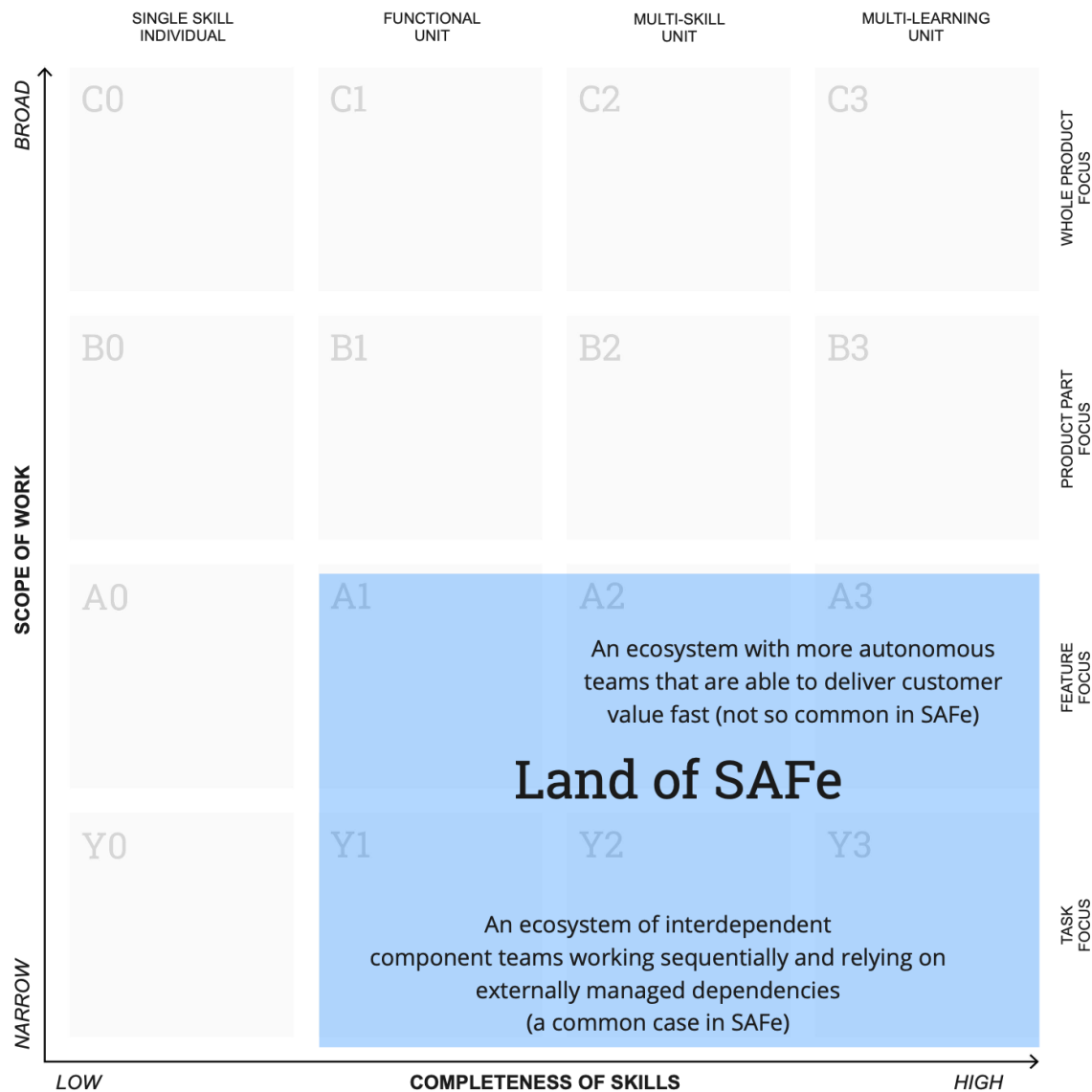|	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A2	A3	FEATURE FOCUS
NARROW	Y0	Y1	Y2	Y3	TASK FOCUS

SCOPE OF WORK

SHALLOW — COMPLETENESS OF SKILLS — DEEP

Mapping SAFe

Saying "we are doing SAFe" actually communicates very little of what is really happening in your organization.

SCOPE OF WORK

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A2	A3	FEATURE FOCUS
NARROW	Y0	Y1	Y2	Y3	TASK FOCUS

An ecosystem with more autonomous teams that are able to deliver customer value fast (not so common in SAFe)

Land of SAFe

An ecosystem of interdependent component teams working sequentially and relying on externally managed dependencies (a common case in SAFe)
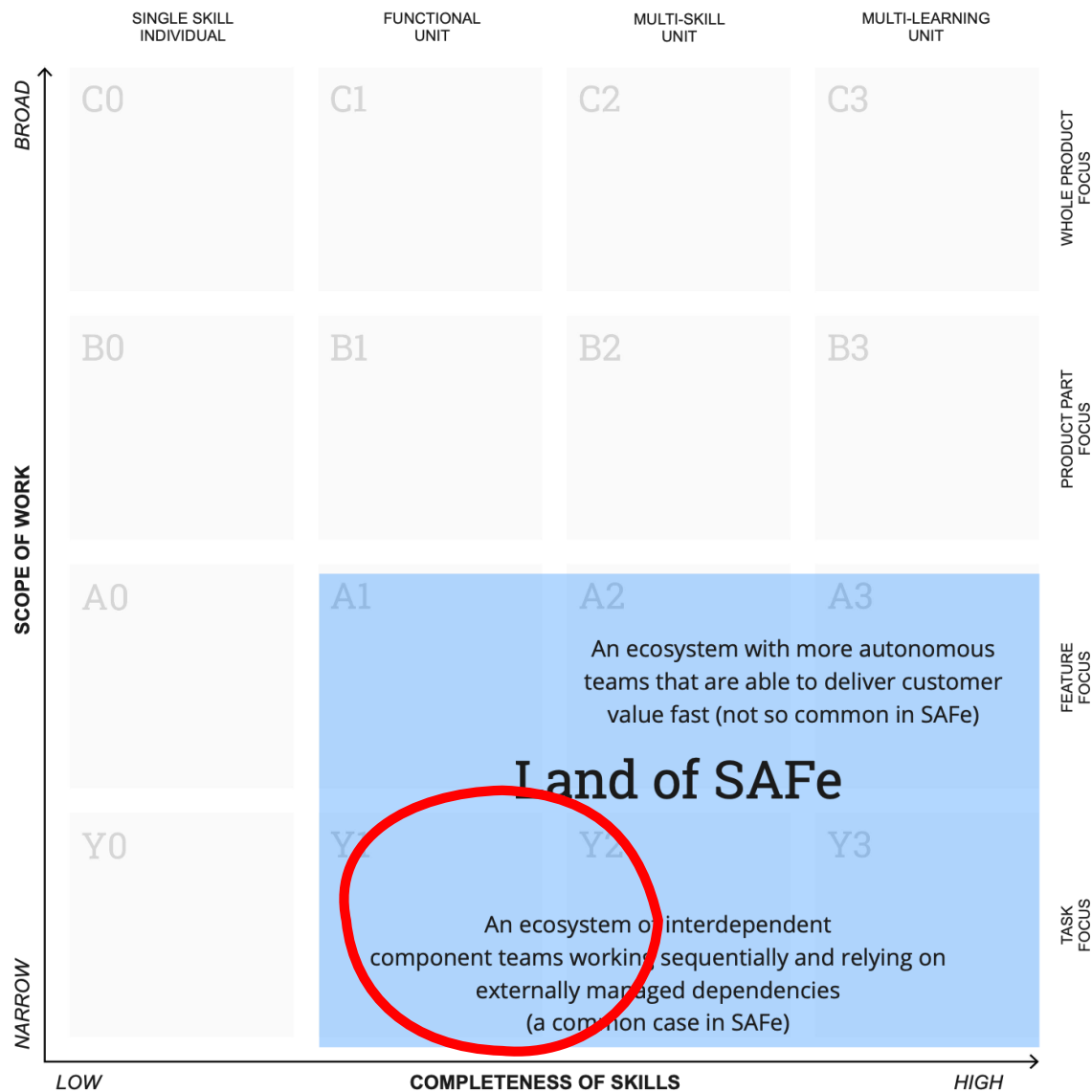
LOW **COMPLETENESS OF SKILLS** HIGH

Mapping SAFe

Saying "we are doing SAFe" actually communicates very little of what is really happening in your organization.

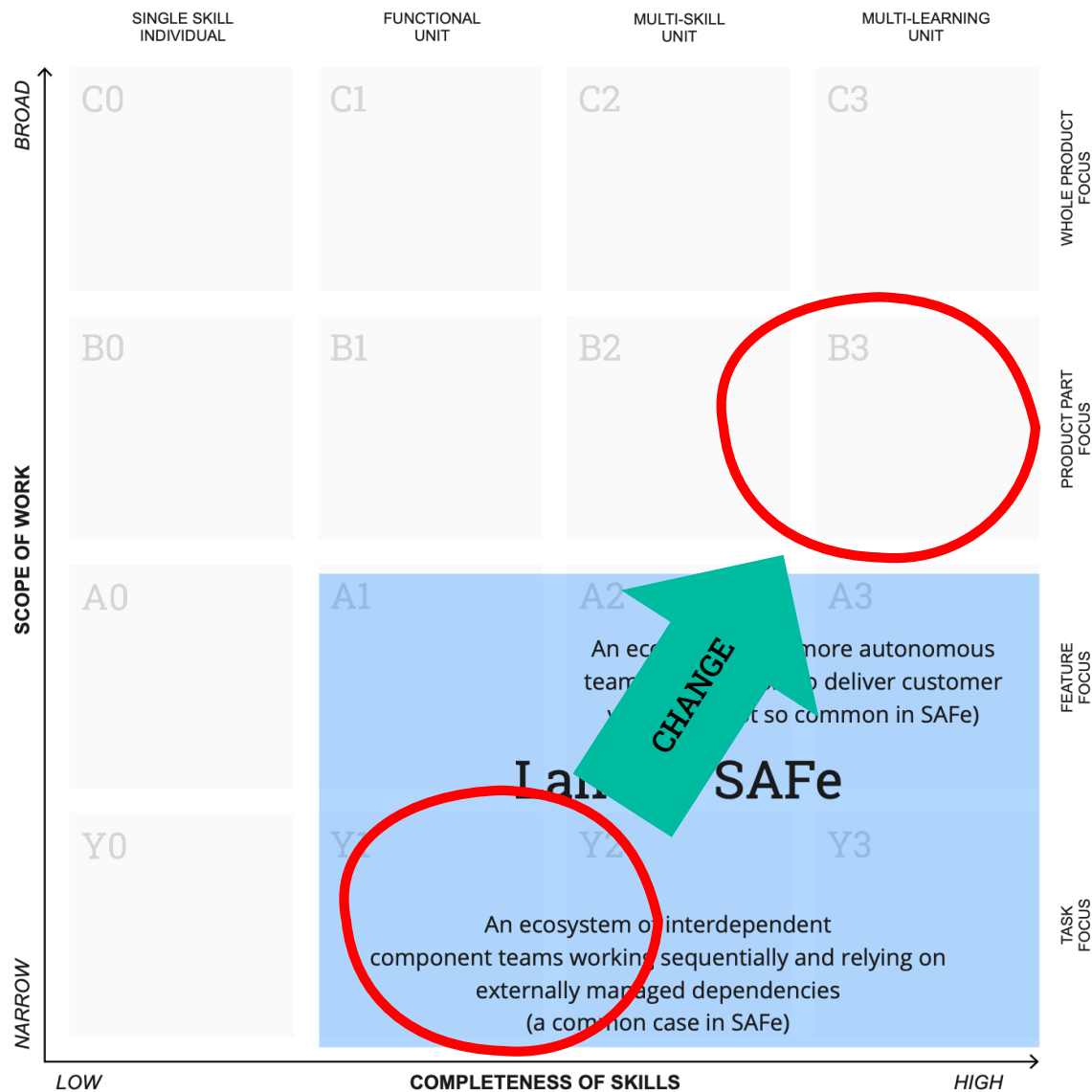You ought to be more specific to drive any change

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A2	A3	FEATURE FOCUS
NARROW	Y0	Y1	Y2	Y3	TASK FOCUS

SCOPE OF WORK

An ecosystem with more autonomous teams that are able to deliver customer value fast (not so common in SAFe)

Land of SAFe

An ecosystem of interdependent component teams working sequentially and relying on externally managed dependencies (a common case in SAFe)

LOW **COMPLETENESS OF SKILLS** HIGH

Mapping SAFe

Now that you are specific you can discuss where to move.

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A2	A3	FEATURE FOCUS
NARROW	Y0	Y1	Y2	Y3	TASK FOCUS

SCOPE OF WORK

An ecosystem with more autonomous teams that are able to deliver customer value fast (not so common in SAFe)

Land of SAFe

An ecosystem of interdependent component teams working sequentially and relying on externally managed dependencies (a common case in SAFe)

LOW COMPLETENESS OF SKILLS HIGH

Mapping SAFe

Now that you can discuss which systemic changes needed to make the move and sustain the change.

"What if we do Team Topologies?"

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	C0	C1	C2	C3	WHOLE PRODUCT FOCUS
	B0	B1	B2	B3	PRODUCT PART FOCUS
	A0	A1	A2	A3	FEATURE FOCUS
NARROW	Y0	Y1	Y2	Y3	TASK FOCUS

SCOPE OF WORK

SHALLOW — **COMPLETENESS OF SKILLS** → *D E E P*
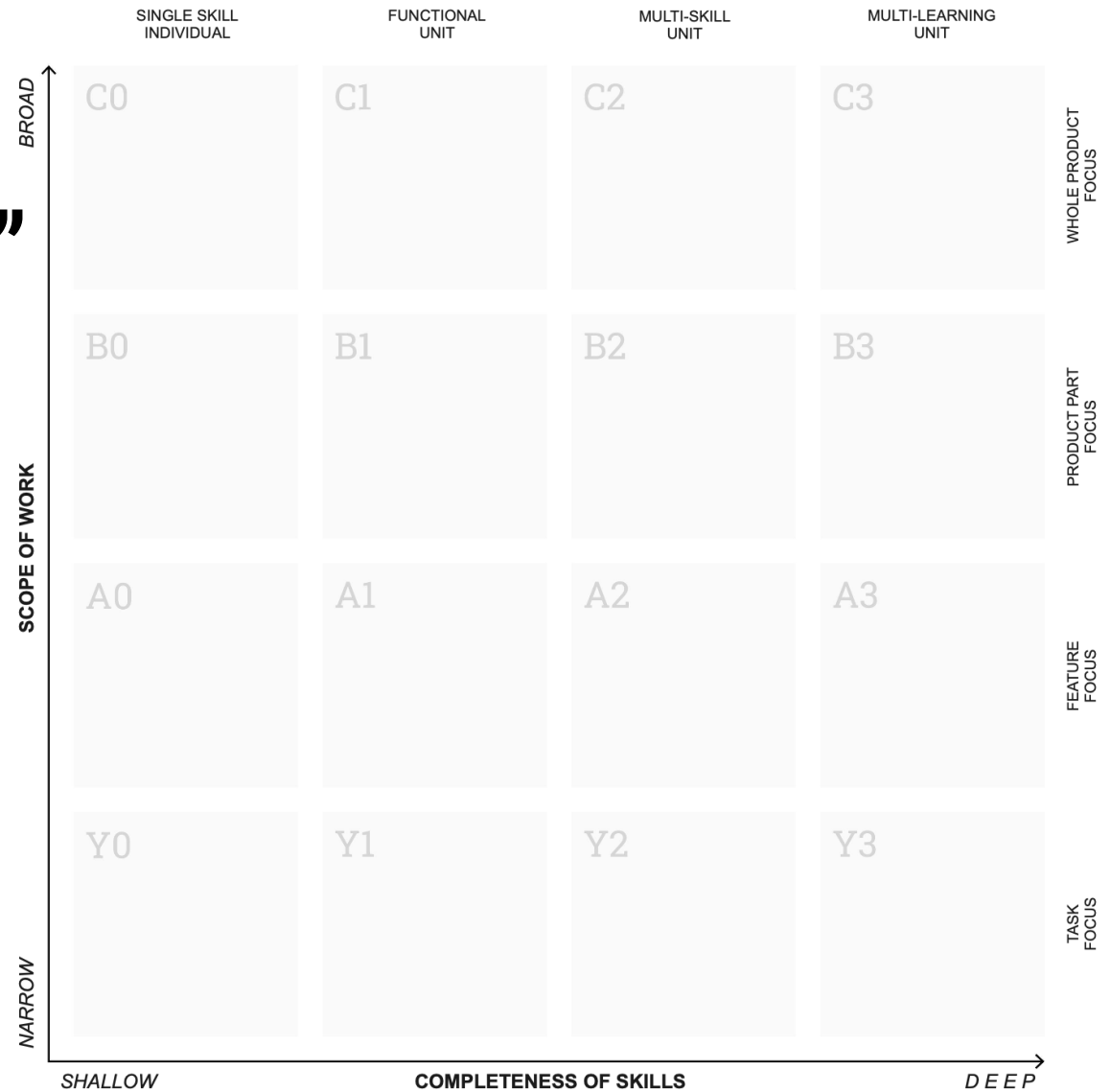
Mapping Team Topologies™

When forming teams, Team Topologies motivate organizations to consider existing software architecture and developer's cognitive load.

You ought to be more specific….
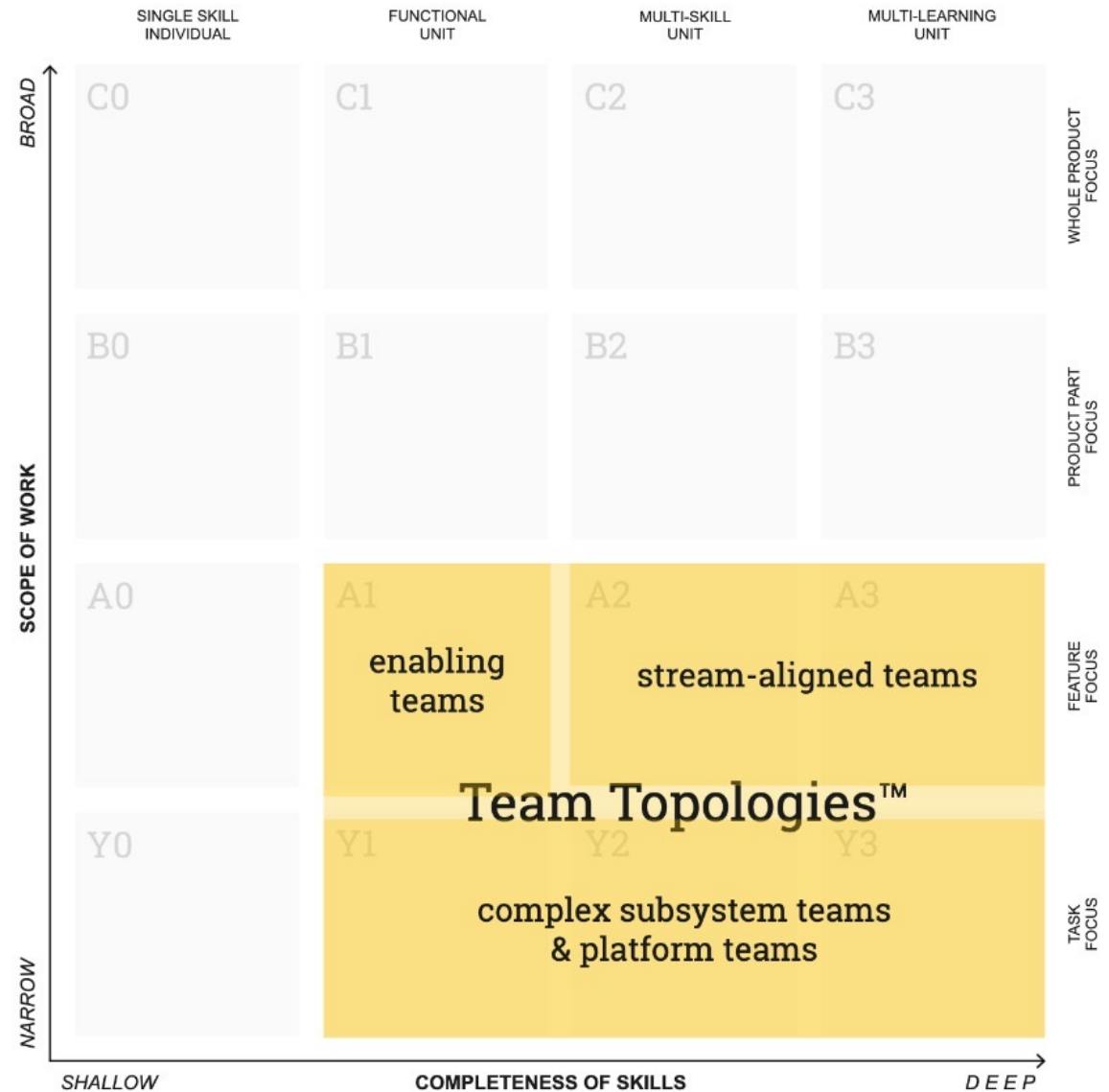
What needs to change?

What needs to change?

Leadership & Management

Organisational Culture

Ways of Working

Cultivating High-Performing, Agile Organisations

Organisational Design

Governance & Funding

People & Engagement (HR)

Agile Centre
Challenge your thinking.
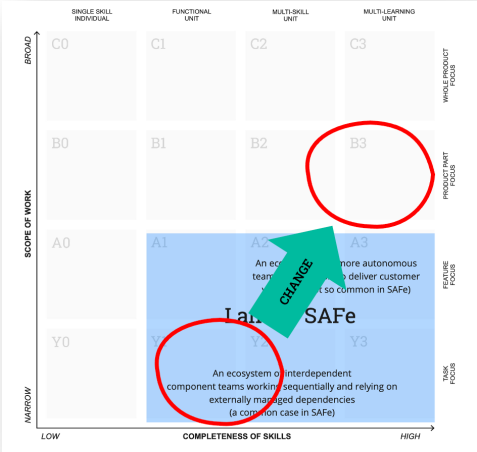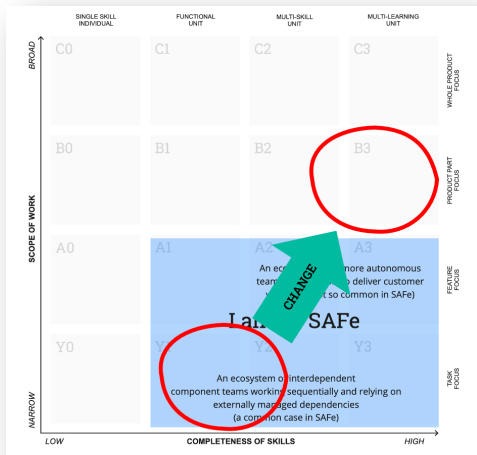
Focus on the visual language of Org Topologies™

Org Topologies™ provide a powerful language to assess, design and drive the change.

	SINGLE SKILL INDIVIDUAL	FUNCTIONAL UNIT	MULTI-SKILL UNIT	MULTI-LEARNING UNIT	
BROAD	**C0** Single skill individual with whole product focus	**C1** Functional group with whole product focus	**C2** Incomplete team with whole product focus	**C3** Complete team with whole product focus	WHOLE PRODUCT FOCUS
	B0 Single skill individual with product part focus	**B1** Functional group with product part focus	**B2** Incomplete team with product part focus	**B3** Complete team with product part focus	PRODUCT PART FOCUS
	A0 Single skill individual with feature focus	**A1** Functional group with feature focus	**A2** Incomplete team with feature focus	**A3** Complete team with feature focus	FEATURE FOCUS
NARROW	**Y0** Single skill individual with task focus	**Y1** Functional group with task focus	**Y2** Incomplete team with task focus	**Y3** Complete team with task focus	TASK FOCUS

SCOPE OF WORK

LOW   **COMPLETENESS OF SKILLS**   *HIGH*

Chapter 1: Focus on Agile Ecosystem Design

Lessons:

1. Introduction
2. from startup to scale-up
3. First wave of Agile revolution
4. Moving towards higher archetypes
5. Mapping SAFe
6. Mapping Team Topologies
7. Six enablers of business agility
8. Three steps to drive your change
9. Summary

You are already in the program!

Chapter 2: Assessing and Designing Agile Ecosystems

Lessons:

1. Practicalities of mapping
2. Examples of mappings
3. Introduction to Org Scans™
4. A practical assignment
5. Assessing maturity of individual archetype
6. Sub-levels on the Org Topologies™ map
7. The mission of an Agile coach / Scrum master / Flow master
8. Product Management and Product Ownership by different levels
9. Summary

Chapter 3: Dependencies in Ecosystems

Lessons:

1. Ecosystem dynamics
2. Three types of dependencies
3. Dealing with reciprocal dependencies
4. Dealing with sequential dependencies
5. Dealing with pooled dependencies
6. Horizontal Scaling techniques
7. Vertical Scaling techniques
8. Summary

Chapter 4: Productization in the Digital Age

Lessons:

1. What is Productization
2. Practices of higher archetypes
3. Higher archetypes and hybrid work
4. Designing transformation options
5. Applying Org topologies
6. Case study
7. Summary

Chapter 5: Dealing with Stickiness and Transformations

Lessons:

1. What is stickiness in org design
2. Paradigm shifts
3. Mapping examples
4. More case studies
5. Mapping special archetypes
6. Further learning
7. Closing

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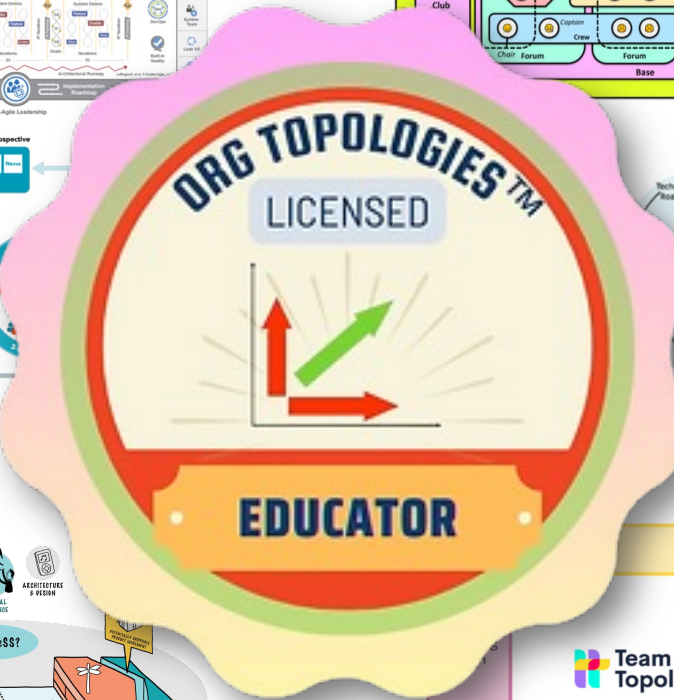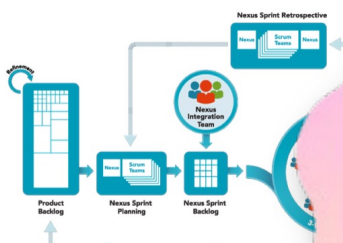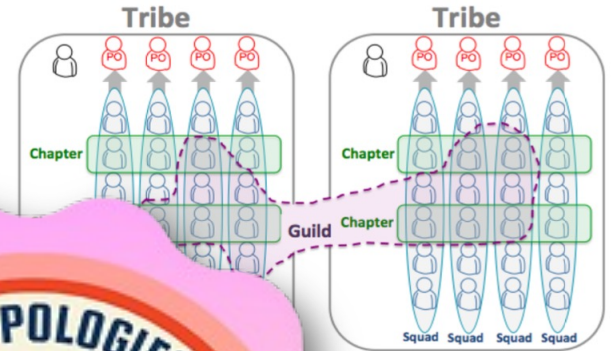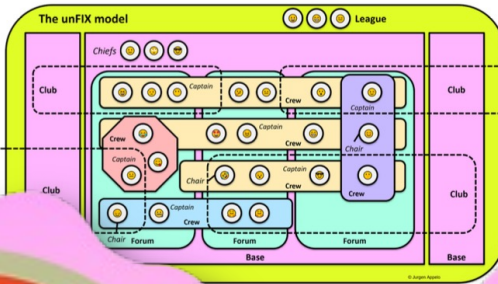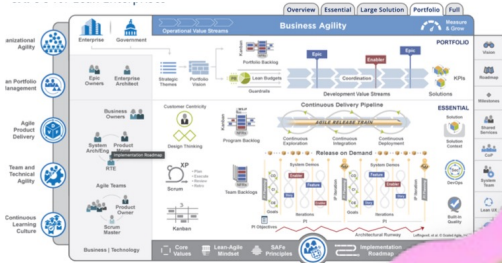

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We continuously improve the map

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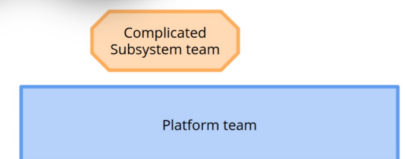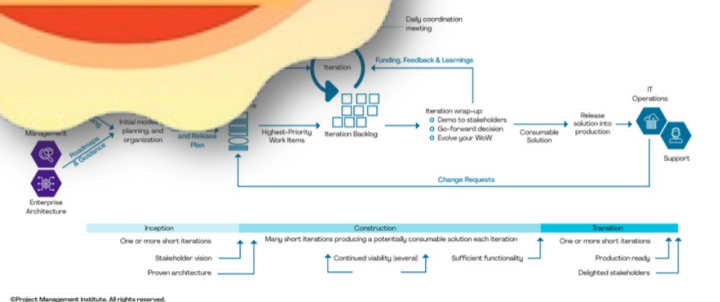
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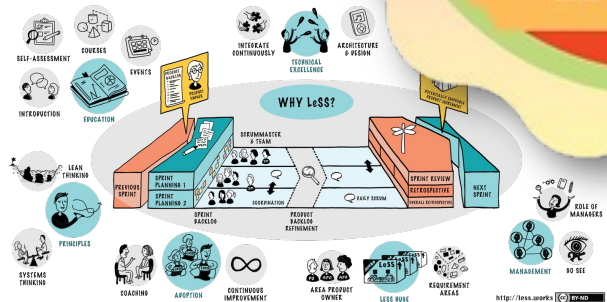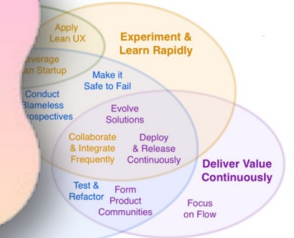
Chapter

Chapter

Chapter

Chapter

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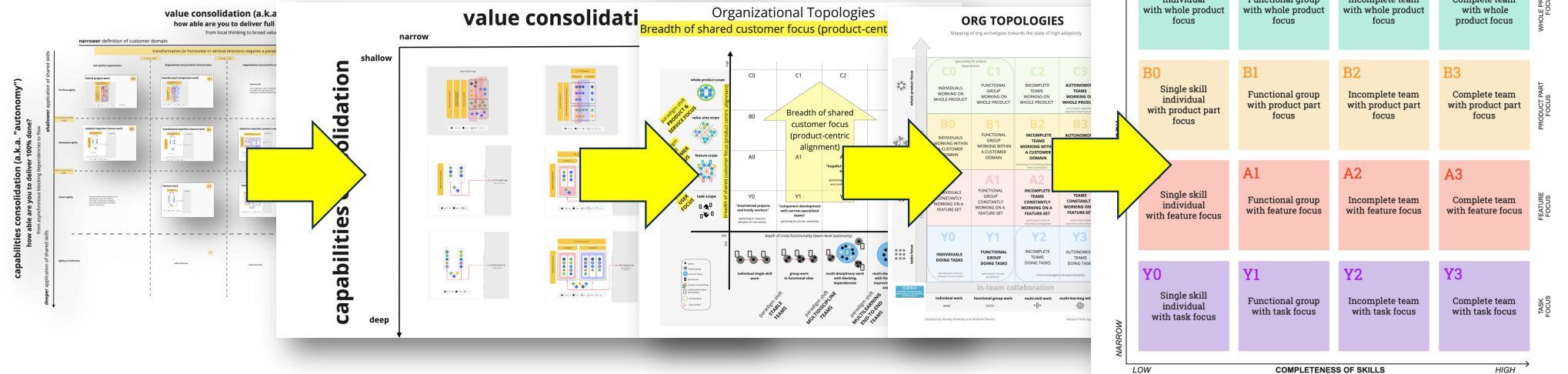
Product Team Frameworks

Experiment & Learn Rapidly

Deliver Value Continuously

Team Topologies

Complicated Subsystem team

XaaS

Facilitating

Platform team

WHY LeSS?